

Museums Options Appraisal	8th May 2018
To: the Leisure and Development Committee For Decision	

Linkage to Council Strategy (2015-19)	
Strategic Theme	Resilient, Healthy & Engaged Communities
Outcome	Council will work to develop and promote stable and cohesive communities across the Borough
Lead Officer	Head of Community & Culture Cultural Services Manager
Cost: (If applicable)	See details in report

The purpose of this report is to present the findings from the Museums Options Appraisal Report and to offer options and recommendations for Council's consideration and approval. This report was previously tabled in January 2018 but was rescheduled pending a further workshop for Councillors.

Background

The Cultural Strategy 2016-21 identified a requirement to carry out an analysis of need and options appraisal for museums facility provision within Causeway Coast and Glens Borough Council. The overall objective of this was to ensure Museum Services have sustainable museum facilities to deliver on the aims of the strategy including:-

- Enhancing our museum assets for local people and visitors,
- Investing in creative learning and skills development,
- Bringing together the many, and at times contentious, histories and identities of our area,
- Ensuring increased participation in and access to heritage by marginalized and excluded groups,
- Protect and enhance collections, provide access to collections for our communities and visitors and deliver programming and support community outreach and engagement.

An information brochure on CC&GBC Museums Service is attached for information in **Annex B**.

In response to the Terms of Reference, Blueprint Development Consultancy and Associates were appointed by council in 2017 to undertake the audit and options appraisal. (**Annex C**) This included looking at facilities, the current positions challenges and opportunities, and from this propose a series of options which will support a *sustainable* model for museums within the Borough. Following on from a Notice of Motion made in August 2016 regarding Ballymoney Museum, part of the audit also required consideration of the options for the development of a permanent Road Racing Museum in Ballymoney while retaining local community museum provision.

The report was initially tabled in January 2018, but deferred to accommodate an additional workshop on the report findings. The workshop was due to take place in early March but was rescheduled due to adverse weather conditions and will take place on the 3rd May. The workshop findings, not available at the time of this report being compiled, will be reported to committee as part of this item.

Methodology

The methodology included a review of all existing documentation, desk research and site visits to all museum facilities. Given the extensive consultation which had taken place in developing the cultural strategy, the consultation focused on members and staff, and included councillor and staff workshops as well as individual interviews and included site visits for members.

Issues, Challenges and Options

The Audit identified a range of issues and challenges with respect to the current facilities. A detailed description of issues to be addressed and options considered are contained within the report and are attached in **Annex A** for convenience. The presenting issues can be summarised as follows:

- Lack of Access to Coleraine Museum Collection - Coleraine Town Hall is shared with other users and managed by other Departments; Lack of permanent museum for Coleraine.
- Lack of collections and display storage for all museums. In the short term the Coleraine collection storage is an immediate priority.
- The sustainability of Green Lane Museum in the light of resources available.
- The maintenance and development of the story of Road Racing and NW200 within Ballymoney Museum.
- Ballycastle Museum – investment decisions to sustain a 300 year old listed building and its collection.
- Marketing and promotion of the museum services 'product'.

Road Racing

As part of the audit the question of how the Road Racing offer within the context of the Ballymoney story was explored looking at models in the UK. Research indicated that there is a relatively small number of museums dedicated specifically to motor cycle road racing and where they exist, they are small scale, in private ownership and are heavily reliant on private sector sponsorship, or operate as charities. Most successful relevant museums in the UK cater for cars and/or have a broader transport remit. In terms of ownership and management, the report detailed limited evidence of any major local authority support role across the United Kingdom. Any such development would also be heavily dependent on securing loans from private collections as the Museum's collection is small and substantially archive based. Discussion with potential lenders reveal interest in short term loans outside of their own commitments to displays during the racing season. There may therefore be limited availability for loans during the peak visitor season.

This indicated that building a new purpose-built facility or investing in the short term in an extension within the current Museum in Ballymoney was not feasible.

It was considered more achievable and value for money to improve the current offer through an extended and enhanced programme which would develop and be more integrated in the general North West Motor Cycling Event marketing and programming.

Recommendations of Report for Council decision

Based upon the research, consultation and discussions, Council are asked to consider the following recommendations, **subject to additional feedback from the forthcoming Council workshop on the 3rd May prior to the Leisure and Development Committee**, in terms of museums facility provision:

1. Coleraine Museum Collection storage

As an interim measure, the collections and items which were housed within the basement of Cloonavin were relocated on an interim basis to Flowerfield Arts Centre and stored there to protect the collections and artefacts, while facilitating use of the basement space, required to accommodate Planning. Council are asked to consider the options in terms of short to medium storage solutions as per report, namely:

- 1.1 Retain the use of Flowerfield as an interim storage solution.
- 1.2 Relocate to Sheskburn, Ballycastle and make resources available to secure the collection therein.

1.2. Essential repairs at Ballycastle Museum

To protect the fabric of the building, essential repair and maintenance work is carried out as soon as possible with a subsequent short term programme of works to repair lime mortar and render throughout. Completion of an Outline Business Case for museum. Discussion with Heritage Lottery Fund re the potential of a longer-term restoration project.

1.3. Ensure a Greater Museums Presence at Coleraine Town Hall

The Council considers block booking of the Town Hall at specified times (May /Mid-June, Mid July - August and December) prioritised to the Museum Service on an annual basis, subject to internal discussions and pre-planning.

1.4. Continue to Enhance the Road Racing Offer at Ballymoney Museum

The Museum Service continues to develop and evaluate an enhanced four-month temporary exhibition programme with greater integration with corporate programme working alongside the corporate NW200 Festival and the North West 200 Committee to maximise publicity and complementarity.

1.5. Greater Marketing and Promotion of Services

In keeping with the SIB report re Cultural Facilities that the Service continues to have discussion with colleagues to facilitate greater cooperation and sharing of resources re the marketing and promotion of facilities and cultural themes.

1.6. Closure of Green Lane Museum

Close Green Lane Museum and enter into discussions with Northern Ireland Environment Agency to withdraw from the lease. Follow Accreditation procedures for disposal of the collection.

1.7. Review of Town Halls & Civic Building

Council consider carrying out a review of Town Hall and Civic Buildings as part of its broader estates review to maximise potential use of these spaces for a range of cultural services based activities, in particular a permanent exhibition space for the Coleraine collection.

1.8. Long term storage solutions for Museum services collections

Although the report did not consider the longer term issue of storage for collections, it had been highlighted as an issue for the museums service as a whole. It is recommended therefore that Council facilitates the storage requirements of the

museum service, alongside other Council storage pressures within its Estates Plan for the immediate to longer term.

Recommendation to Council

To approve the Museums Options Appraisal Report, and accept the recommendations included within this report.

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

Issue Addressed	Options	Analysis	Estimated Costs	Timescale	Commentary
<p>1. Lack of Access to Coleraine Museum Collection</p> <p>1. (a) Coleraine Town Hall shared with other users and managed by other Departments</p> <p>1(b) Lack of permanent museum for Coleraine</p>	1.1. Do nothing	This creates difficulty in marketing a temporary public programme due to the requirements of other users and the priority at time given to third party uses, some of which may arise at short notice.	No increase	Short Term	Option discounted as it does not provide an acceptable response to the needs identified.
	1.2 Dedicated seasonal use of Coleraine Town Hall	This would allow an agreed programme of exhibitions to be marketed.	Potential increase in marketing budget redirected from current museum programme costs	Short Term	Option to be progressed as this would allow greater, managed access to the Town Hall
	1.3 Dedicated full-time use of Coleraine Town Hall	<p>This would go some way to offset the absence of a full time dedicated museum in the town while offering a destination for tourists with temporary exhibitions alongside.</p> <p>This would require additional costs in fit out at a time limited capital budget available.</p> <p>A further consideration would be the displacement of key events and</p>	<p>Interpretative fit out costs estimated at £2,500 per square metre. This does not include building works or electrical alterations.</p> <p>Fixtures and fittings e.g. lights</p>	Medium term	This option would need to be considered as part of wider discussion concerning the use of Civic Buildings plus further consideration of the cost implications.

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

		festivals e.g. Coleraine Music Festival, Irish Dancing, Orange Festival and Pantomime and the loss in income from external users			
	1.4 Rent unused shop in town centre	This might allow a space for temporary exhibitions and or storage. The major drawback is the cost and it does not offer an acceptable option to meet the needs identified above.	£60-£80 per square metre for a unit close to the Town Centre £16,200-£21,600 per year excluding building fit out and interpretative fit out.	Short term	Discounted as an option due to budgetary considerations and sustainability.
	1.5 New Build/redevelopment	Require circa 350 square metres for galleries, excluding public workshops, public facilities, staff, retail etc. At least 1000 square metres in total.	£750,000 interpretative fit out. Excluding any site purchase, building and fit out costs.	Long term	Discounted as a short term option due to budgetary considerations.
2. Lack of collections and display storage for all museums. 2 (a) Coleraine Collection urgently has to find a new home	2.1 Do Nothing	Considerable risks to collections and artefacts and reputational risk to the Museums Service and Council.	Ongoing display storage costs (£6,000)	Short term	Action is required Immediately.
	2.2 Rent industrial unit	Approx. 250 square metres to include collections and all display equipment storage	Storage space in Ballymoney industrial zone estimated at £6,500 inc. rates and electricity, alarms, cctv etc Plus approx. £22,750 initial fit out to meet	Medium term	Option discounted due to cost implications rent, security and services plus meeting requirements of store.

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

			<p>environmental and safety requirements</p> <p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes any fit out costs.</p> <p>Excludes staff costs.</p>		
	<p>2.3 Relocate to Sheskburn House</p>	<p>Council board room/chamber</p> <p>Space available currently for collection and display storage.</p> <p>Civic building in Council ownership. Ground floor access.</p> <p>Space circa 90 square metres per room.</p> <p>No museum staff on site daily – additional travel cost and time for staff to access collections.</p> <p>Access to work station would be required to work on collection.</p> <p>Temporary solution - depending on the future usage of the building, the collection would be required to move again in the medium term, while more</p>	<p>Window security with frames and door security Security costs</p> <p>£3,000 (as per internal costs provided Head of Performance)</p> <p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes staff costs.</p>	<p>Medium term</p>	<p>Potential option, however unknown position in relation to the use of civic spaces in short to medium term – decision required by Council</p> <p>Further costs to staff time and travel.</p>

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

		permanent storage solutions for the Council are found			
	<p>2.4 Additional space in Ballymoney Town Hall</p> <p>Dedicated use of both Cramsie Room and Shiels Room circa 70 square metres total</p>	<p>Displacement of users - 24% occupancy rates in Town Hall.</p> <p>Could only accommodate some of the collections.</p> <p>Museum staff on site.</p>	<p>Strip out costs Painting Window blackouts with frames Security costs Environmental controls £12,000</p> <p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes any fit out costs.</p> <p>Excludes staff cost</p>	Medium term	<p>This option is discounted at this stage and would need to be considered as part of a wider and longer term corporate discussion of the use of Corporate assets and civic buildings</p> <p>Potential displacement of existing users</p>
	<p>2.5 Utilise a classroom workshop and storage in Flowerfield as interim measure pending outcome of broader estates review</p> <p>Reconfigure use of RVACC collections store for 60</p>	<p>The collection has been moved here temporarily in January 2018 to accommodate planning storage requirements. There is capacity within Flowerfield in one of the classrooms as an interim measure, with minimal disruption except evenings and summer scheme (the review of Arts Centre room usage demonstrated an average of 25% usage levels, therefore activities could be accommodated in the main elsewhere in the premises).</p> <p>No museum staff on site, however Cultural Services Manager is</p>	<p>Window blackouts with frames Security costs Environmental Controls Re-siting gas cylinders £3,350</p> <p>Direct costs £3,500 specialist packing and removal</p> <p>Excludes staff costs.</p>	Short term	<p>Short term option as it allows immediate access, facilitates staff access and is currently managed by the Cultural Services Dept. This recommendation is also in keeping with SIB review of cultural facilities as presented to Council.</p>

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

	square metres.	<p>based in the building.</p> <p>Accommodation available for collections and facility for hot desk for staff to access and work with the collections.</p> <p>Secure location</p>			
3.Lone working at Green Lane Museum and reduction in numbers	3.1 Do nothing	<p>High risk to lone worker since NIEA have removed on-site staff.</p> <p>Continued drop in visitors.</p>	<p>Corporate risk and reputation to be considered</p> <p>Additional staffing costs or reduction in opening hours to mitigate against lone worker risk</p>	Short term	<p>Option discounted due to corporate risk.</p> <p><i>However, should Council decide to keep the as is position, then there is a requirement to enhance museums budget to support security and sustainability of site</i></p>
	3.2 Closure	<p>Currently leased from NIEA until 2032.</p> <p>Collection disposal will take several years following Accreditation procedures.</p> <p>46% drop in visitor numbers from 2013- 2017.</p> <p>Lack of additional storage space to house collection elsewhere.</p> <p>Save on operational budget of circa £7,000 per year and potential</p>	Corporate risk and reputation to be considered	Short to medium term	<p>Option to be considered subject to Council decision, due to existing alternative museum facility in RVACC, budgetary pressures and therefore long term sustainability.</p> <p><i>In terms of sustainability, Museums cannot sustain the costs of the museum based on</i></p>

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

		waiver of additional lease charge of £2,600			<i>the ongoing efficiencies within Council, should reductions in Council subsidy be sought. Staff resources also limited due to competing priorities</i> Follow Accreditation procedures for Disposal
	3.3 Increase programming and have additional staff or increased security measures	Seasonal staff assist with collections management, PR and marketing and organising programming	Additional programme and PR costs £2,000+ Increased staff costs approx. £5,000.	Short term	In the absence of investment in budgets, this option discounted due to budgetary pressures and long term sustainability
4 Continue to maintain and develop the story of Road Racing and NW200 within Ballymoney Museum	4.1 Temporary exhibition programme each year	Resources required to reinvent each year without substantial in house collection. Analysis in section 4 of report demonstrates lack of sustainability in terms of large scale investment in bespoke Road Racing Museum. Proven methodology of partnership working, community engagement and increased marketing this year sees visitor figures rising by at least 80% to date.	2017 - 20% of total programme budget allocated to this one element. £12,000	Short to medium term	Option progressed as this builds on current work which is proving effective

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

		Appeal broadened by interactives and family based programme			
	4.2 Expand permanent gallery by creating second floor over the museum approx. 120 square metres	Resources required for fit out. Query regarding future long term sustainability of a bespoke road racing museum. Potential floor space increases up to 120 square metres. £2,500 per square metre for interpretative fit out excluding building costs.	£300,000 plus building costs	Medium term	Option discounted due to cost implications and long-term sustainability (section 4 of report).
	4.3 Expand permanent gallery by taking over Ballymoney Town Hall as dedicated museum	Displacement costs for Main Hall As above this option would need to be considered as part of a wider corporate discussion of the use of Corporate assets and civic buildings	Interpretative Fit out costs approx. £405,000 for Main Hall excluding building costs and fixtures and fittings Loss of income pa. £16,000 Main Hall £6,000 for Cramsie Room	Medium term	Option discounted as a short term option due to cost implications and long-term sustainability (section 4 of report). Would need to be considered as part of a wider corporate discussion of the use of Corporate assets and civic buildings.
	4.4 New Build	Interpretative fit out £2,500 per square metre excluding site and build costs Current exhibition areas are 120 square metres. Need to allow gallery and temporary exhibition space to support at least 45-minute visit plus all visitor, circulation and learning facilities necessary The review of road racing models in	750 square metres plus interpretative fit out circa £750,000 excluding site, build plus fit out costs	Long term	Option discounted due to cost implications and long-term sustainability (section 4 of report).

Annex A - Summary and Analysis of short, medium and long term options for Council Museum Facilities

		G.B would suggest this would not be an option to be considered			
5.Ballycastle Museum (300-year-old listed building)	5.1 Do nothing	Failing to meet public expectation of a civic venue – (access, toilets, temperature and security). Building continues to deteriorate.	Reputational Risk	Short term	Needs action immediately
	5.2 Condition survey	Cost of survey updated from(October 2014)	£7,150 estimate for immediate repairs	Immediate	Option to be progressed to ensure fabric of building is protected
	5.3 Remedial building works scheme	Repair of lime mortar and rendered areas to prevent further deterioration in building envelope	£27,500 estimate for short term repairs	Short term	Option to be progressed to ensure fabric of building is protected
	5.3 Capital scheme	Restore listed building, subject to business plan, to provide interpretative fit out of existing space, public toilets and lift	1998 estimate £600,000 plus. Please note these figures need to be revisited should Council wish to progress the business plan.	Medium term	Option to be progressed subject to Council decision to progress to OBC and discussions with HLF re potential of capital funding



MUSEUMS SERVICES

Stories of People and Places



ANNEX B



ANNEX B

CONTENT	PAGE
1.0 WHY	2
2.0 WHAT MUSEUMS SERVICES DO	2
2.1 2017 delivery	
3.0 RESOURCES	3
3.1 2017 Programme budget	
3.2 Staffing	
4.0 LEVERED FUNDS	3
4.1 Sources	
4.2 Beneficiaries	
5.0 MUSEUMS UNIQUE SELLING POINTS	3
6.0 2018 - 2019 CORE PROGRAMME	5
6.1 Key Projects	
6.2 Additional Programming	
6.3 Project Lead - in times	
7.0 COLLECTIONS	5
7.1 International Significance	
7.2 Regional Significance	
7.4 Local Significance	
8.0 2017 GEOGRAPHICAL DISTRIBUTION OF DELIVERY	8
9.0 2017 DELIVERY PARTNERS	8



On The Brink 1914 - 1916

Volunteers NI regional Winners

British Museum Marsh Volunteer Award

'Museums can increase our sense of well being, help us feel proud of where we have come from, can inspire, challenge and stimulate us and make us feel healthier ...changing lives' David Fleming
President Museums Association 2017

1.0 WHY

- ✓ To build confident resilient communities, to attract tourists and inward investment, our museums with the communities' heritage they hold and share, are part of Council's tool kit.
- ✓ Hold in public trust our public memory and the movable heritage that people want to pass to future generations.
- ✓ Tourists want to explore local heritage, 'see our stuff', understand the people and place.
- ✓ Local collections inspire young people - 'someone from here achieved that'.
- ✓ Community Consultation during development of PEACEIV and Culture Arts and Heritage Strategy 2016 - 2021 recorded the importance of museum services 'telling our stories' and the need for museum services to: develop and deliver temporary exhibitions, reveal local histories, tackle difficult histories, increase access to collections - physical and digital and develop regional museum in Coleraine.

Participants on Causeway Museum Services (now CC&CBC Museums Services) programming for On the Brink 1914- 1916 and PEACEIII 2011 - 2013:

'The programme was both life changing and life affirming'

'It made me think of the importance of understand the past.....before making judgements'

'It made me think about where the violence was happening, not just in Belfast, but here in Ballycastle...'

'It made me think of the past of my country and the part my family could have played in history'

'It made me think about other views rather than just my own'

'It made me think Protestants and Catholics are not so different'

'Some of the myths have been shattered and my thoughts shaken'

'I can see how sharing our stories and memories can help build relationships'

'Families must share their knowledge of stories from years gone by, we can learn a lot from it'

'Shared history offers understanding but you don't have to agree'

2.0 WHAT MUSEUMS SERVICES DO

- 1 Collections Management: - what we have, where it is, who gave it, value, collections care and the knowledge embedded in items.
Systems and processes we use: Accreditation*, MODES, SPECTRUM, documentation, Object histories, loans management, valuations, remedial and preventative conservation.

50,000 items plus the newspaper image archive 750,000. Valued at over £1.2 million exc Mace and Mayors Chain.

ANNEX B

2 Public access and learning (in museums): - exhibitions that staff develop usually from our collections, workshops, talk, events related programming, seasonal venues opening and closing, facilitating researchers into collection.

Systems and processes we use: desk top research, project management, interpretative planning, script writing, learning plans, marketing plans(NW200), interpretative design, production, installation, strike, GLOS (Generic learning outcomes).

3 Community engagement:- partnership working with groups out in other places to develop heritage resources, deliver outreach learning programmes and museum pop ups, advise & assist groups on heritage matters.

‘Council’s (Museum Services) Community Engagement are the benchmark others aspire to’ Director Northern Ireland Museums Council 2017. We are used to advise others UK, ROI & beyond by HLF, NI CRC, NIMC, etc.

Systems and processes we use: volunteer agreements, collections management systems and public access and learning systems as above and appropriate.

4 Admin. Reporting, finance, grant management, HR etc.

* Accreditation is the standard used in the UK to ensure policies plans and procedures for all aspects of our work meet requirements reassure funders, visitors, donors and governing bodies.

2.1 2016 DELIVERY

- 33,801 visitors to and participants (target 20,000) in our museums and community programme
- 8 partnerships (target 5) working on outputs - exhibitions, seminars, workshop programmes.
- 24 groups engaged (target 10) in co producing events, exhibitions, workshops.
- Delivered 109 (target 60) exhibitions, events, tours and workshops.
- Maintained 2 volunteer programmes (19 participants) that delivered over 943 hours.
- www.NIarchive.org and www.mountsandel.com Circa 16,000 use our online learning resources and digital archives.

3.0 RESOURCES

3.1 Annual Programme Budget

Total Programme budget to cover activity in 2017 £46,000 of which 25% allocated to NW200 excluding any externally funded activity eg Sam Henry Project.

3.2 Staff

4 core staff including manager excluding externally funded posts eg PEACEIV.

Indicative time allocation based on work plans, Heritage Lottery Fund and PEACE projects records.

Staff	Collections Management	Public Access & Learning venues	Community Engagement & Learning ex venues	Admin

ANNEX B

Museum Services Development Manager	10%	20%	30%	40%
Museum Officer x 2	20%	60%	10%	10%
Museum Community Engagement Officer	10%	20%	60%	10%
TOTAL TIME ALLOCATION	.6FTE	1.6FTE	1.1FTE	.7FTE

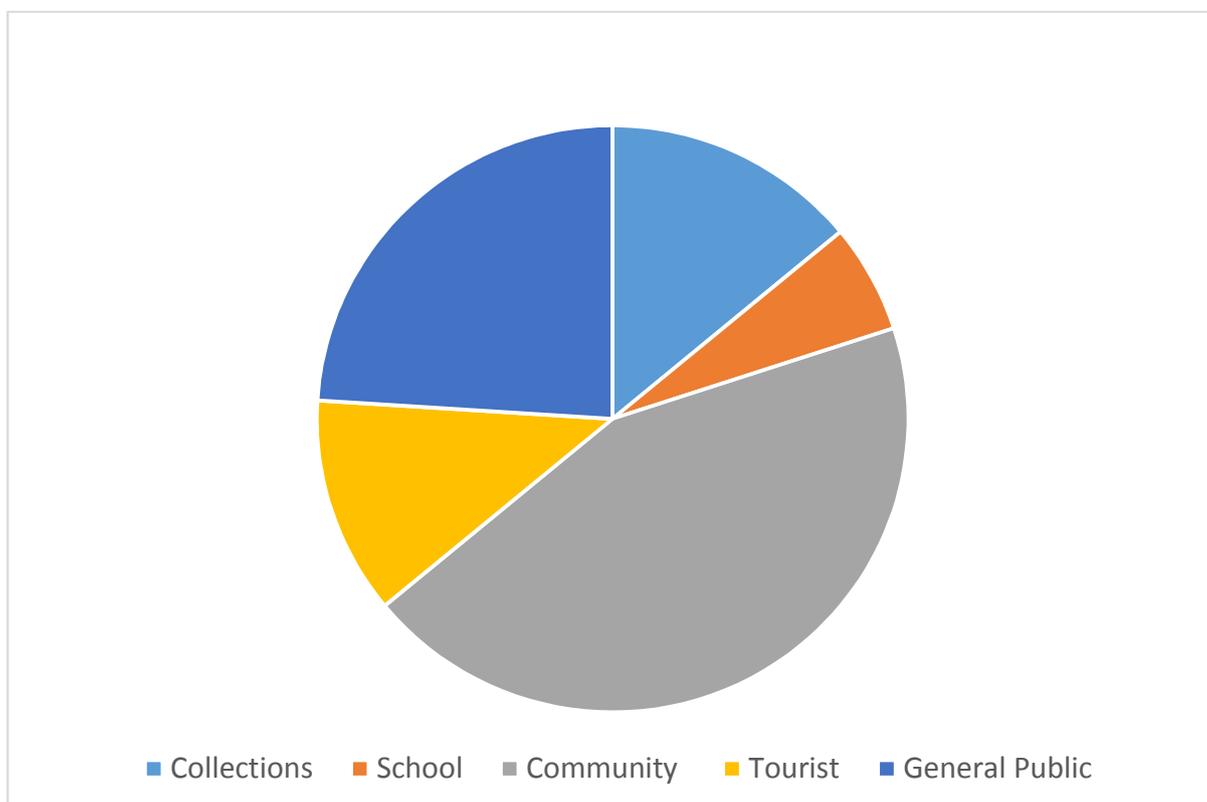
4.0 LEVERED FUNDS

Secured approx. £1.75 million since 2002 excluding Market Yard capital bids

4.1 Sources:

Heritage Lottery Fund, Art Fund, NI Community Relations Council, NEELB Creative Youth Partnership, NITB Tourism Innovation Fund, Dept. Finance & Personnel Digital inclusion Unit, Northern Ireland Museums Council, PEACEIII PEACEIV, Esmee Fairburn, Ministerial Advisory Group for Ulster Scots.

4.2 Beneficiaries



+ partners for CC&GHT, Gelvin CDA, Corrymeela + Big Telly + Nerve Centre etc.

5.0 MUSEUMS UNIQUE SELLING POINTS

- Coleraine - Irish history starts here - Mountsandel - Plantation - World Must See.
- Ballycastle - Irish Home Industries Workshop and the Arts and Crafts Revival in Ulster.
- Ballymoney - NW200.
- All 3 have rich collections relating to the history of the local people & places - see below Page 7 - 8.
- Green Lane Life in the Roe Valley - Agriculture and Industry.

- Limavady - History of Limavady town.

6.0 2018 - 2019 CORE PROGRAMME

6.1 Key projects for Museum Services

- 1718.
- 1918 (PEACEIV).
- NW 200 2018.
- Sam Henry Project funded by Esmee Fairburn Trust.
- PEACE IV Understanding our Area
- Kick The Dust Young People, Museums and Digital Technology - Lead by Nerve Centre, funded by Heritage Lottery Fund.

6.2 Additional programming

- Irish History Starts Here.
- Woodturners.
- History of RAF
- Good Relations - subject to funding.
- War Torn Children.
- Reformation and Legacy.

6.3 Lead in time for exhibitions

- Regional exhibitions require approx. 12months plus up to 6 months planning, national loans. Grant applications can add to lead in time.
- eg OTB Application started winter 2012 - HLF stage one and stage two, commenced April 2014 delivered 1st exhibition in Autumn 2014, second in March 2016.
- Local exhibitions 2- 4 months depending on scale.

7.0 COLLECTIONS

Accreditation is tied to the public gallery not the collection store. Therefore we have 5 Accredited venues.

- Coleraine circa 35,000 objects and Newspaper archive of over 750,000 negatives.
- Ballymoney circa 9000.
- Ballycastle circa 3000.
- Green Lane 250.
- Limavady circa 2000.

Name	Description	Importance of collection or the history it represents	Collection
7.1 International Significance			
Hugh Thomson Collection	Circa 1400 items, watercolours, pencil drawings, illustrated books, archive	International Collection. Famous son from Coleraine Regarded as one of the 3 top Victorian book illustrators with Dulac & Rackman	Coleraine
Sam Henry Collection	Circa 11,000 plus	International	Coleraine

ANNEX B

	items Photographs, Ulster folk songs, local history archive	Collection. Folklorist, photographer, antiquarian, 'Songs of the People' - crucial collection of Irish Folk Songs	
Chronicle & Constitution photographic collection	Circa 750,000 negatives from 1950s until 2002 digital technology introduced. Covering events across the Borough	International stories but regional collection eg NW200. Visual records of local regional and internationally significant events within Causeway area including Troubles archive	Coleraine
Coleraine Sword 1614	Presented by THTIS to Corporation of Coleraine	International	
1702 Mace and 1929 Mayors Chain	Presented by THTIS to Corporation of Coleraine Presented by THTIS to Coleraine Council	International	Not in museum collection
Irish Home Industries workshop	Approx. 900 items relating to local woodcarving industry and Ulster artists	Irish Arts and Crafts Revival including FJ Bigger . Welch & Carey President McKinley Roger Casement,	
NW 200	Programmes, badges and helmets plus some souvenirs	International history	
Tourism	Postcards Travel Posters Crested china and other souvenirs	International history	
Coleraine Archaeology	Corrstown Bronze Age Coleraine Plantation Mountsandel Antrim Gardens Neolithic, Medieval & Post Medieval	International International International Regional	
1798 collection		International and Regional	Ballymoney
7.2 Regional Significance			
Corporation of Coleraine collections	1859 Revival Bible Knox Goblet	Regional	

ANNEX B

	George IV weights and Measures		
1698 Estate Maps	Newtowne Limavady	Regional collection	Limavady
1832 First edition surveys of County Antrim and Londonderry	1832 detailed maps of the two Counties	Landscape features, land use, settlement and archaeology of the time. Map associated with the Ordnance Survey Memoirs. Underpins HED Listed Buildings. Ordnance Survey - Binevenagh is the start of the OS mapping of Ireland	Ballycastle
Coleraine Battery collection		WWII volunteer unit fought across major theatres of war and release of POW camps	
Moyle Art Collection	McSparron bequest Andrew Nicholl 19 th C, John Nixon 18 th C	Works by significant Ulster Artists relating to Causeway and Glens	
Arts Council Gifting Scheme collection	14 Contemporary artworks featuring significant local artists and works from other significant Ulster artists relating to Borough	Works by significant Ulster Artists relating to Causeway and Glens	Coleraine
Gibbon Linen Industry Collection	Circa 250 objects relating to history of linen in this area	Councils linen heritage underprofiled. Major economic driver, Colerains linen the finest	Coleraine
Illuminated address collection	Circa 10 single and volumes	Regional & Local collection Artists Carey and Thomson(R) Subscribers and recipients	Coleraine Ballymoney
Ballymoney Archaeology	Derrykeighan Stone Iron Age & Medieval Timber Neolithic Bronze Age items	Archaeologists recognise regional importance	Ballymoney
7.3 Local significance			
WWI & WWII material	Letters, uniform, medals, images	Local	Coleraine Ballymoney

ANNEX B

	belonging to local servicemen and women		Ballycastle Limavady
Liscolman Archaeology	Intact Bronze Age burial pot, cist stones and flint	Local	Ballycastle
Collections from local families and Big Houses	Hezlett Drumcovitt Macnaughton Carnsampsom, Canning, Taylors Distillery,	Local	Coleraine Ballycastle Ballymoney Limavady
Sammy Walker photographic collection	Approx. 200 prints covering history of Coleraine and football	Local	Coleraine
Local history	Civic, industry, commerce, education, domestic life, trade, infrastructure Victorian to modern times	Local	Coleraine Ballycastle Ballymoney Limavady

8.0 2017 GEOGRAPHICAL DELIVERY

- Coleraine: Coleraine Town Hall, Ballysally, Kylemore Nursery School. Coleraine West Play Group.
- Ballymoney: Ballymoney Town Hall.
- Limavady: RVACC, Thackeray Day Centre.
- Ballycastle: Ballycastle Museum, Sheskburn House, Portnagree House, Jack Horner Nursery.
- Cushendun.
- Garvagh.
- Green Lane Museum.
- Portrush.
- Portstewart.
- Rathlin Island.
- Secondary Schools; Our Lady of Lourdes, Coleraine High School, Coleraine College, Dominican College, St Mary's High School, Limavady Grammar, Ballymoney High School, Cross and Passion High School.

9.0 2017 DELIVERY PARTNERS

- Belfast City Council.
- Big Telly.
- Conflict Textiles.
- Corrymeela.
- Mid Antrim Museums Services.
- Queens University/William & Mary College Virginia.

ANNEX B

- Rotary Club Coleraine.
- University of Ulster.

**AUDIT OF NEED AND OPTIONS APPRAISAL FOR
CAUSEWAY COAST AND GLENS BOROUGH COUNCIL'S
MUSEUM SERVICE FACILITIES**

Draft Report

DRAFT



Blueprint Development Consultancy

July 2017

Table of Contents	Page No.
Section 1: Introduction	3
Section 2: Approach and Methodology	6
Section 3: Summary of the Current Facilities	8
Section 4: A Review of Road Racing Models	19
Section 5: Summary of Issues and Challenges	22
Section 6: A Review of Options	28
Section 7: Conclusions	39
Section 8: Draft Recommendations	44
Appendix 1 Consultees	46

Section 1: Introduction

- 1.1 The Museum Services, set within the newly established Causeway Coast and Glens Borough Council, brings together the previous Causeway Museum Service¹ staff expertise, Museums' collections and the track record of the legacy Councils of Ballymoney, Coleraine, Moyle and Limavady. As a part of the newly established Cultural Services Team, the Service is charged with the responsibility for delivering the vision and mission for Museums within the Borough, recognised in the new Culture, Arts and Heritage Strategy "Open Doors to Culture" agreed in May 2016².
- 1.2 The Strategy highlights the assets within the Service including the five long established accredited museums with collections of national & international importance and a significant archive resource. This resource, and the expertise and value base of the Staff team, has also built upon a well-established track record of the legacy Causeway Museum Service proactive museum community engagement programme across the now new Borough including a range of Peace and HLF funded initiatives such as On the Brink: The Politics of Conflict 1914-1916.
- 1.3 The Museum Services is recognised as contributing to the Vision and Mission of the Council, the Departmental priorities and delivering against the 5 main themes of the Cultural strategy; *Enhancing our cultural venues & assets, investing in creative learning & skills development, History, heritage and cultural tourism, Participation, inclusion and equality and Communication and advocacy* and contributing to the high-level outcomes;
- Our cultural life will reflect our world-class reputation as an area of natural beauty.
 - Increased access to and participation in cultural activities and events.
 - Increased and appropriate partnerships will be in place.
 - Cultural assets maximised by working in partnership with increased levels of collaboration and sustainability.
 - Culture, Arts, and Heritage is a social and economic driver for the area and is recognised as such.
 - Strengthened cultural infrastructure.
 - Causeway Coast and Glens will be seen as a culturally vibrant area.

¹ Established in 1996 by the four legacy councils to develop and deliver museum services, by 2010 the Partnership was Coleraine, Limavady and Moyle with only PEACEIII and HLF Community engagement programmes delivered into Ballymoney

² "Open Doors to Culture" Causeway Coast & Glens Borough Council Culture, Arts and Heritage Strategy 2016 – 2021

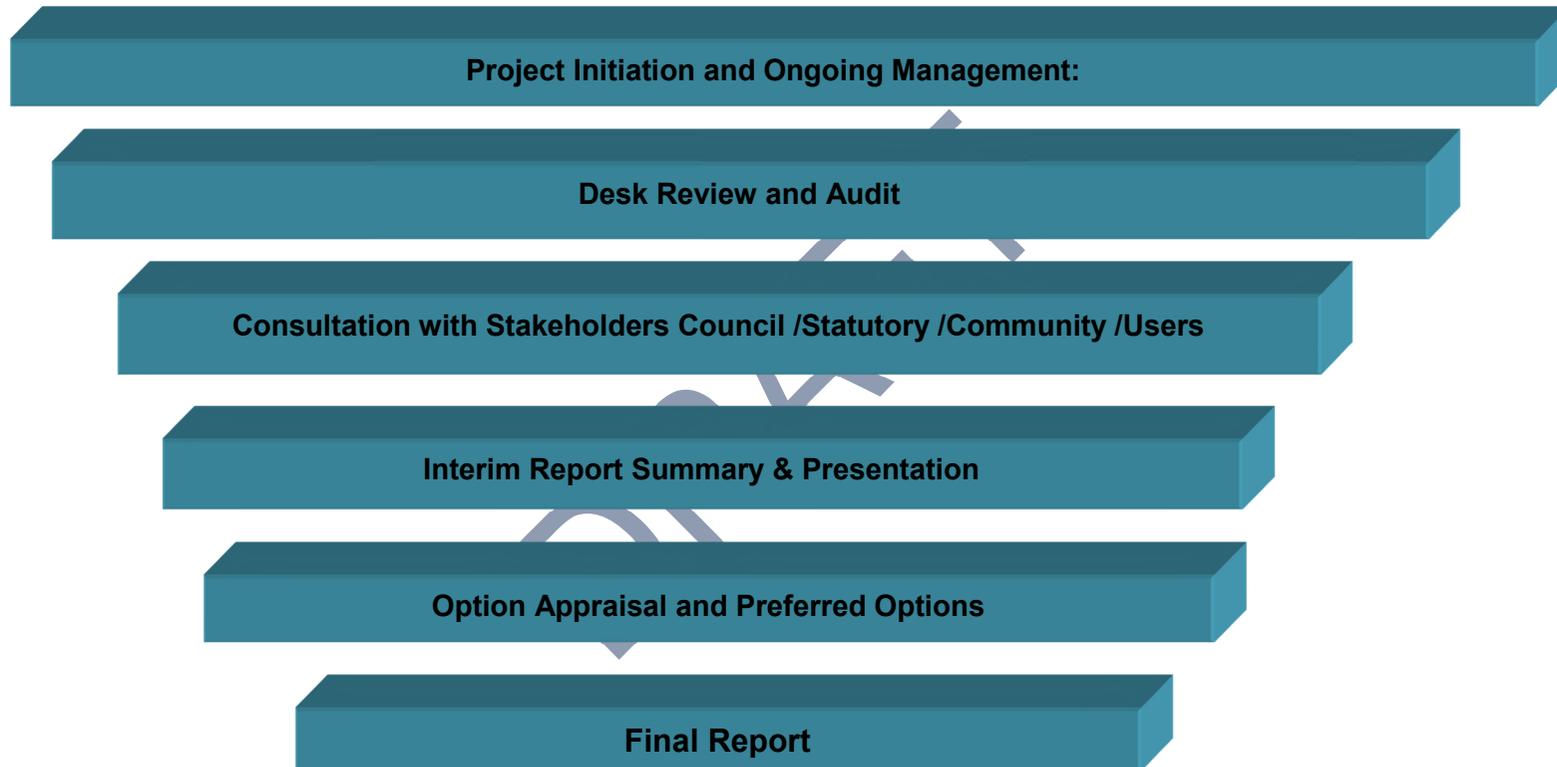
- 1.4 While recognising its strengths, the Strategy also highlights the challenges facing the Services including: the lack of dedicated museum facility in Coleraine, **the lack of storage space for** growing collections which will impact on development and care of collections, the under-development of unique selling points of museums and within this, the challenge of how to make to make the collections more accessible.
- 1.5 One of the challenges facing the Services is the diversity of assets in the current Museums facilities. Coleraine offers facilities and collections at Cloonavin, the Council Headquarters and in the Town Hall. In Ballymoney, which has a dedicated Museum set within the Town Hall, there is a legacy and loyalty to Road and Motorcycling racing and to the story of Ballymoney. In Limavady there is a shared Museum resource within the modern Roe Valley Arts and Cultural Centre and a further facility at Green Lane in the Roe Valley Country Park which is leased from the Northern Ireland Environment Agency (NIEA), now within the Department of Agriculture, Environment and Rural Affairs (DAERA). Ballycastle has a small but active Museum facility with a dedicated volunteer team offering front of house support outside of the core season. All interesting and unique resources but reflecting some of the legacy challenges inherited from the former Councils.
- 1.6 Partly in response to some of these issues and the immediate challenge of physical space and the current limitations, the Council has agreed to undertake an audit of need and options appraisal for the Council's Museum Services Facilities. The focus of the audit is to look at facilities, the current position, challenges and opportunities and from this propose a series of options which will support a sustainable model for Museums within the Borough. Part of the audit also requires consideration of the options for the development of a permanent Road Racing museum in Ballymoney while retaining local community museum provision.
- 1.7 While the focus of the audit is on facilities i.e. the physical environment, a sustainable model is needed to support the effective delivery of the Museum Services. This in itself provides a significant challenge as highlighted in the Cultural Services Strategy and consultation for this Options Appraisal, as Museums Services are expected to fulfil a number of functions and expectations including; share and promote Council's heritage assets, promote access and engagement, protect and enhance the collections, balance local versus iconic histories whilst continuing to create innovative approaches to exploring difficult and contentious issues, histories and identities within the area.

- 1.8 The following draft report sets out the results of the audit presented as follows. .
- Section 2 provides a summary of the approach proposed and agreed by the Council. Section 3 provides an overview of the current facilities. Section 4 summarises the investigation of the development of an enhanced Road Racing facility. Section 5 summarises the issues and challenges evident within the current facilities informing options examined at Section 6. Finally, Sections 7 and 8 offer conclusions and draft recommendations to be considered by the Council.

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Section 2: Approach and Methodology

2.1 In response to the Terms of Reference issued by the Council, Blueprint Development Consultancy and Associates were appointed in January to undertake the audit. Based upon the proposed approach and following discussions with the Staff a methodology was agreed as summarised below.



Agreed Methodology

Element	Objective	Methodology
Desk Review and Policy Context	<ul style="list-style-type: none"> • Audit of current Assets • Audit of current service business plans and relevant documents 	<ul style="list-style-type: none"> • Desk exercise to review all the existing documentation related to the assessment of need and options • Detailed discussion with CMS Officer
Consultation Process ³	<ul style="list-style-type: none"> • To identify the current internal and external views concerning the Museum Service needs and potential options • To identify potential models of service delivery of the Museum Service 	<ul style="list-style-type: none"> • This combined face to face semi structured interviews with CMS Officer, Cultural Services Manager, Head of Service, and Director • Workshop with the Staff Team • Individual Interviews with Councillors • Site Visits to the Museum facilities
Development and costing of options	<ul style="list-style-type: none"> • To develop a long list and short list of at least 4 options for presentation and discussion with the preferred option highlighted • To ensure the Road Racing Museum is factored in and is included as a part of the Audit 	Development of a long list and short list of costed options detailed discussion with CMS Officer, Cultural Services Manager, and Head of Service Desk research re road Racing models
Development of an interim report	<ul style="list-style-type: none"> • To summarise the process, findings, audit of need and Preferred Options with draft recommendations to aid Council decision making 	<ul style="list-style-type: none"> • Detailed discussion with CMS Officer • Presentation of the draft findings as part of a facilitated workshop discussion with the Members and Senior Staff held in March 2017
Development of Draft and Final Report	<ul style="list-style-type: none"> • To summarise the process, findings audit of need and preferred option with recommendations to aid Council decision making 	<ul style="list-style-type: none"> • Draft and Final report submitted for final discussion and clarification. • Final Report with preferred options agreed and signed off by Council

³ Given the extensive consultation undertaken with the Cultural Strategy the consultation focussed upon Members and Staff

Section 3: Summary of the Current Facilities

3.1 This section provides an overview of the current staff, budgets and facilities available within the Borough. It should be noted that the facilities have been developed as part of the legacy Councils' ambitions and support for Museums and the broader cultural offer and therefore it should be anticipated that the investment and development of facilities across the Borough will vary. Against each facility, the current issues are highlighted and will be developed further in Section 5.

3.2 Coleraine "Irish History Starts here" Background

Since 1998, Coleraine Borough Council had plans to develop the historic Market Yard for Coleraine Museum which was planned as a hub to support the legacy local museums in the Borough. However, in 2012 after pursuing all funding routes and in a climate of fiscal prudence, the Council decided to shelve the project.

Coleraine Collection achieved UK standard for museums (now known as Accreditation) in 2000. Whilst progressing with the capital project and to maintain that UK Standard, Coleraine Town Hall was used as the public gallery with a programme of temporary exhibitions, when not in use by others. The Collections and Staff were housed in Cloonavin. As a temporary measure, the two cages were built in the basement. During this time, public monies from external sources were secured to support collections development, community engagement and heritage learning resources.

During a 2014 review by KPMG of Flowerfield there were proposals to move the collections and staff to Flowerfield and Council agreed that Coleraine Town Hall Main Hall would be a dedicated cultural space for museum and arts programming. However, as Council merger started to shape priorities, this was never progressed into the new Council.

Currently Coleraine Museum holds a significant collection of over 30,000 items and an archive of over 750,000 images, insured at over £1 million. The collection is substantially gifted to Council through the generosity of local people and their families with some publicly funded acquisitions. The Collection is currently stored in Cloonavin where, up until June 2017, one member of staff and volunteers were based alongside the two regional officer posts. Display equipment and some robust items are stored in Tweedy Acheson Limavady and the public programme is focussed on the Coleraine Town Hall. Coleraine Museum has no dedicated permanent museum for exhibitions, public services or collections.

Location	Provision	Current Issues
<p>Cloonavin (Council's Headquarter building)</p>	<p>The Accredited Collection is stored in cages of over 33 square metres with approx. 13 metres of shelving in the basement of the Civic Building.</p> <p>Up until June 2017 1 full time permanent member of staff was located here along with volunteers. Cloonavin has also been the base for the 2 regional museum offices posts now known as Museums Services Development Manager and the Museums Community Engagement Officer. All staff have since been relocated to Ballymoney museum</p> <p>Collections are used daily by staff - maintaining Accreditation (implementing Documentation and Care and Conservation plans) as well as supporting programming and collections research by community and students.</p>	<p>Internal Audit carried out in 2015 recommended, as a matter of urgency, that Council should consider removing Coleraine Museum collection from the basement in Cloonavin to a dedicated secure space which is designed to meet standards and requirements for the preservation, protection and accessibility of the collection.</p> <p>Health and safety risks to staff and collection are presented by no space in aisles, multiple box stacking on floor, working at heights, heavy loads and overhead sewer and water pipes, no ability to control humidity, temperature, pests, pollutants or dust. There is limited light control and lights are only triggered by movement outside the store, frequently leaving staff in the dark at risk of trips and falls.</p>

		<p>No goods or delivery lift or access into basement further impacts on health and safety when moving objects in and out for temporary exhibition programme in Town Hall and elsewhere.</p> <p>Council reorganisation requires the collection and staff to be relocated to accommodate storage for the Planning service</p>
Location	Provision	Current Issues
<p>Coleraine Town Hall, built in 1859, is Coleraine Museum's Accredited exhibition venue.</p>	<p>Coleraine Museum 'Coleraine Town Hall</p> <p>Coleraine Museum's Accredited Public exhibition space Main Hall circa 150 square metres.</p> <p>Temporary exhibitions by local and regional staff are programmed for up to 6 months each year with workshops and events.</p> <p>Between 2010 and 2014 The Museum occupied space downstairs with a Collection Study Room. When TIC was relocated, the room was required for small group bookings. Estimated numbers of participants and visitors at least 4000.</p>	<p>Limited access.</p> <p>Previous consultations have revealed that historic associations of the building can be challenging for some.</p> <p>There are challenges in making the building more accessible to everyone on a drop-in basis.</p> <p>At times third party use is prioritised over long term museum bookings.</p> <p>No control over lighting.</p> <p>No control over opening and closing hours.</p>

Limavady Museum Background***'History of Limavady Town'***

Limavady collection is relatively undeveloped compared to the other legacy collections. It was only when Council jointly established the Causeway Museum Service with other legacy Councils in 1996 were curatorial services introduced and collections developed. Initially any items were stored alongside Tourism files and publications in an open store beside officers. As Limavady Borough Council developed the old Town Hall site, the museum and its store was an integral part of the brief. All museum services including collections management were provided by Causeway Museum Service. Since October 2010, when the Museum secured Accreditation, the museum has been housed within the Roe Valley Arts and Cultural Centre. It has a dedicated heritage space - the Ritter Gallery - where temporary exhibitions by local and regional staff run throughout the year. Limavady Museum's collections are stored in purpose-built facilities onsite. In 2010 Council appointed a full time Museum and Heritage Officer.

Location	Provision	Current issues
Roe Valley Arts and Cultural Centre	<p>Collection store circa 12 square metres.</p> <p>Collections display storage/ work station circa 12 square metres.</p> <p>Ritter Gallery at ground level approx. 50 square metres.</p> <p>Up until June 2017 there was one permanent full time member of staff – Museums staff, although not permanently based there, work regularly with the collections and on exhibitions</p> <p>Shares temporary display equipment with rest of legacy museums.</p> <p>RVACC exhibition figures 2016-2017 16,364</p>	<p>Stores close to capacity.</p> <p>Ritter Gallery is an 'internal street' with key access routes on both sides to store, auditorium, external plaza, changing rooms and chair/table storage.</p> <p>Light levels and security are an issue with large areas of glass and fire escapes onto plaza.</p>

Green Lane Museum Background

History of life in the Roe Valley in the 19th & 20thC

Circa 1996/7 Council were lobbied by local interests including Councillors to take on the operation of the Museum established by the NIEA Warden at Roe Valley Country Park, after NIEA closed it. The collection at the time had been gathered up by the Warden with little information of the donor. Council agreed to take on the operation of the museum in 1998 and NIEA handed over the collection. Council made contact with any donors they could to establish agreement. In 2000 the equivalent of Museum Accreditation was awarded through Causeway Museum Service. Council eventually secured the lease from NIEA in 2007 for a 25-year period.

Since 1998 NIEA Warden continued to deposit material. Other local people continued to donate relevant items. NIEA maintained a strong presence throughout the Park on a daily basis, operated an educational centre near the Museum, organised public programmes and stored all its equipment and maintenance supplies on the ground floor of the Museum building. **However, since 2010 NIEA has reduced operational levels within the park, reduced staffing at the education centre and ceased the public programming.**

ORTHERN Ireland Environment Agency	Provision	Current Issues
<p>Green Lane Museum located at the Roe Valley Country Park</p>	<p>Leased from NIEA.</p> <p>Its collection is fully displayed in one large public gallery. The venue houses, on open display, historical exhibits relating to the linen and agricultural industries. The museum is also home to the Limavady and District War Memorial which lists the names of those who fought and died in the First and Second World War.</p>	<p>No storage capacity.</p> <p>Lone working at isolated facility.</p> <p>Environment cannot be controlled.</p> <p>Inefficient heaters cannot heat the space. During opening hours, the open door permits wildlife to enter and heat to escape.</p>

	<p>There are no curatorial staff and all collections management and programming is managed, since 2010, through Limavady Museum. Two seasonal museum attendants are employed to open the museum during the season, weekends and public holidays Easter to May and September, seven days week June - August.</p> <p>There is only one secure case for vulnerable items as the majority are large, robust and more suited to open displays. There is some space for temporary displays.</p> <p>The venue is a public gallery accessible on one side by a ramp. Underneath is NIEA equipment store.</p> <p>The building is stand alone with NIEA operated staff centre, toilets, café and car parking off site within the Country Park. Space is approx. 100 square metres.</p>	<p>Doors and windows are not well sealed. All items on open display apart from one case.</p> <p>Dependant on NIEA wardens and their operating hours for access to toilets for seasonal staff and visitors.</p> <p>Level of NIEA onsite activity has decreased in the last few years with NIEA festivals no longer programmed.</p> <p>Since closure of the Centre, Museum increasingly used to seek local tourism information.</p> <p>Decreasing visitor numbers in recent years due to decrease in NIEA public programming and closure of education centre.</p> <p>2013 5529</p> <p>2017 3029</p>
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Ballycastle Museum Background

Arts & Crafts Revival in Ulster & history of Ballycastle area'

The core collection relates to the early 20th century Irish Home Industries Workshop and the later Irish Home Industries Shop in Anne St Ballycastle. Much of the workshop collection had travelled to St Louis for the 1904 World Trade Fair in honour of President

McKinley, experiencing damage on its return. However, after World War One the Shop was established and run by the nieces of the original Workshop Manager and owner, Stephen Clarke.

In 1983 when the current owners of the Shop retired, local interests including historian Cathal Dallat, in consultation with Ulster Museum, persuaded Council to take over the collection and move it into the 18th Century Courthouse. This Council owned Listed building was then opened as a museum using seasonal staff. However, it was only when Council jointly established the Causeway Museum Service with other legacy Councils in 1996, were curatorial services introduced. The Museum achieved what is now known as Accreditation in 2000.

In 2014 a local group of Volunteers - the Friends of Ballycastle Museum (at least 15 volunteers) was established and agreed with Council that they would open the museum out of the core season of July and August, with curatorial support from Museum Services. They also run events and other activities at local festivals and schools promoting the Museum and their work. A Memorandum of Agreement exists between the Group and Council.

Location	Provision	Current Issues
<p>Ballycastle Museum</p> <p>Housed in the listed 18th century courthouse and market building in the town centre</p>	<p>Its collection features the regionally important Irish Home Industries collection and other material relating to the Irish Arts and Crafts Revival, early 20th century events across Ireland and the 18th century Industrial Revolution, it also includes material relating to nearly 10,000 years of human activity in the local area.</p> <p>Public gallery approx. 50 square metres.</p> <p>Store approx. 20 square metres.</p> <p>Handling material store approx. 20 square metres.</p> <p>Estimated numbers of participants and visitors 3,836 per year.</p>	<p>Collection stores are nearly at capacity.</p> <p>No temporary exhibition facility.</p> <p>No access onsite to toilets for visitors.</p> <p>Step up into building challenges disabled visitors.</p> <p>Building unsupervised out of season.</p> <p>Historic building - little environmental control, damp issues arising from maintenance issue,</p>

		inadequate heating downstairs, no lift, archaic plumbing.
Ballymoney Museum Background		
<p>Story of Road Racing & History of Ballymoney</p> <p>The original collection came from well-known antiquarian, James Bell, who was a land agent for the Leslie Hill estate. After his death, his collection was purchased by James Cramsie who presented it to the Town Commissioners. They opened a 'Museum of Celtic Antiquities' in the old Town Hall (now the Masonic Hall) in 1860. Other antiquarians and members of the public have been donating artefacts to the collection since that time.</p> <p>In 1992, as plans progressed on the new Museum and Arts Centre, the Council leased 33 Charlotte Street, to house the collection temporarily until the new complex was ready. The renovations were finally completed in 2005, although it was another four years before the galleries were fully fitted out, thanks to grant aid from the Heritage Lottery Fund.</p> <p>The collection includes artefacts including finds from the Bronze Age and Medieval periods as well as exhibits associated with the political upheaval of the late 18th Century and the United Irish Rebellion. The museum also holds artefacts and memorabilia associated with Irish Motor Cycle Road Racing.</p>		
Location	Provision	Current Issues
<p>Ballymoney Museum at Ballymoney Town Hall</p>	<p>On the ground floor of the building there is a permanent and temporary gallery. The Museum's stores are located at the rear of the ground floor, accessed through the temporary gallery. There is also a gallery space, offices and history research area on the first floor.</p> <p>The museum's permanent exhibition focuses on the history of the Borough, with a major section featuring the motorcycle road racing heritage of this area using items on loan.</p>	<p>Stores filled to capacity.</p> <p>Any further donations to the collection are limited.</p> <p>No display equipment storage on site.</p> <p>Heavy reliance on loans to interpret the Road Racing history.</p>

	<p>The Story of Road Racing is expanded each year into the temporary gallery using different themes e.g. 2017 NW200 Faces & Places programme.</p> <p>Permanent gallery (approx. 64 square metres), Temporary gallery (approx. 60 square metres), community resource gallery (60 square metres) Staff office (60 square metres) & Collections stores (50 square metres).</p> <p>Display equipment is stored off site at Tweedy Acheson store in Limavady with all other equipment.</p> <p>Until restructuring there were 2 full time posts. In June 2017 the new Museums Services team was relocated from Coleraine and Limavady, into the offices.</p> <p>Shared services: Tourism staff including reception, phones, and some admin.</p> <p>The Road Racing Element Building upon a unique story/interest. Part of permanent exhibition. Seasonal exhibition 4 months expands story. Estimated numbers of participants and visitors to the Museum 14,000.</p>	<p>Visitor numbers 2014 (May) 2168 2015 (May) 2536 2016 (May) 1043 2017 (May) 1874</p>
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MUSEUM: GARVAGH

Independently operated, Accredited museum which receives financial support from the Council through a partnership agreement. Term of current agreement 2016-21. A good example of a local museum governed and managed by interested and committed individuals and supporters

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Please note that other civic buildings are used to deliver programmes as and when required e.g. Ballymoney Town Hall, Portnagree House, and Bann Gallery Cloonavin.

3.2 Essential Storage

Tweedy Acheson stores

The Service is currently heavily reliant upon external storage currently provided by Tweedy Acheson stores at an annual cost circa £6,000 per annum. This facilitates the storage of display equipment including cases, exhibition display kits with printed panels, quilt stands, mannequins, display boxes and stands, plinths and some robust objects. These are housed in 3 container units and in open storage at the site at Aghanloo. The current requirements are for circa 75 square metres shelved. While offering a much-needed storage facility there are drawbacks including; the cost, the lack of control of Council items or their movement within the space, having to book access into the space and to Council material, staff travel to and from the site and with the turnover of their staff, no knowledge transfer of where Council material is stored.

Annual Expenditure 2016/17 £255,398

Museum & Cultural Heritage Salaries	£164,234
Overheads	£16,714
Garvagh Museum	£7,500
Rents/Storage	£6,500
Programme & collections management Costs	£60,450

Section 4: A Review of Road Racing Models

- 4.1 This was included as part of the Audit T.O.R. reflecting the Councils interest in reflecting the unique history and ongoing interest in Road Racing within the Ballymoney and surrounding areas and the connection with the annual North-West Road Racing festival. Desk research was undertaken to identify the characteristics of road racing museums, and/or museums with a substantial transport focus, which could be used to inform any decisions around a Road Racing Museum in the Causeway Coast and Glens' area.
- 4.2 The research considered a varied range of UK museums as follows:

<i>Isle of Man Motor Museum</i>	<i>Haynes International Motor Museum, Somerset</i>	<i>Shuttleworth Collection, Bedfordshire,</i>
<i>Atwell-Wilson Motor Museum, Wiltshire</i>	<i>Lakeland Motor Museum, Cumbria</i>	<i>Grampian Transport Museum, Aberdeenshire,</i>
<i>Battlesbridge Motorcycle Museum, Essex</i>	<i>Lincolnshire Road Transport Museum</i>	<i>Hawick Museum, Scottish Borders</i>
<i>Beaulieu National Motor Museum, Hampshire</i>	<i>London Motorcycle Museum</i>	<i>Moray Motor Museum, Elgin</i>
<i>British Commercial Vehicle Museum, Lancashire</i>	<i>Margate Museum</i>	<i>Myreton Motor Museum</i>
<i>British Motor Museum, Warwickshire,</i>	<i>Moretonhampstead Motor Museum, Devon</i>	<i>Llangollen Motor Museum</i>
<i>Cotswold Motoring Museum, Gloucestershire,</i>	<i>National Motor Museum – Beaulieu, Hampshire</i>	<i>Pembrokeshire Motor Museum</i>
<i>Coventry Transport Museum</i>	<i>Norfolk Motorcycle Museum</i>	<i>The National Cycle Museum, Mid Wales</i>
<i>Craven Collection of Classic Bikes, York</i>	<i>North Yorkshire Motor Museum</i>	
<i>Dover Transport Museum</i>	<i>Sammy Miller Museum, Hampshire</i>	

4,3 Road Racing Museum Findings

In a UK context, there is a relatively small number of museums dedicated specifically to motorcycle road racing.

Where these exist, they can be characterised as “cottage industries” which are:

- Small scale.
- Enthusiast managed.
- **Private ownership.**
- **Reliant on private sector sponsorship** linked to road racing (e.g. motorcycle supply companies).
- Limited accessibility (usually weekends and holidays) with associated financial constraints.

Most successful relevant museums in the UK cater for cars and/or have a broader “transport” remit, for example:

- British Motor Museum.
- Coventry Transport Museum.
- Dover Transport Museum.
- Lincolnshire Road Transport Museum.
- Isle of Man Motor Museum.

In this context, it is clear that viability is based on large scale, high capital cost operations which have significant ancillary requirements to meet customer demands e.g. catering facilities, large scale exhibition space, tourist attractions (mini railways etc.). It is also clear that viability must to a considerable extent be dependent on operators presenting as broad a product offering as possible to appeal to as many potential visitors as possible. This explains why there are many more “transport” or “motor” museums than “motorcycle” museums.

In terms of ownership and management, there is limited evidence of any major Local Authority support role across the UK. Put simply, Councils do not see the management of these specialist (and risky) museums as falling within their remit. Indeed, many operate mainly as charities or private enterprises. Most Councils (where they are involved at all) provide support roles not as direct funders but rather through tourism development, promotion of events etc.

A particularly important example of the risky nature of specialist provision is the London Motorcycle Museum which is now in serious financial difficulty after Council support was reduced as part of a wider cost cutting exercise. This points to motorcycle road racing as representing too narrow a focus in a UK context. The Northern Ireland context of course will exacerbate viability concerns due to geographical isolation and relatively small local enthusiast paying visitors (e.g. compared to London Motorcycle Museum with its massive catchment area but still in serious trouble).

It should be noted that any such development would be heavily dependent on securing loans from private collections as the Museum’s collection of material is small and substantially archive based. Discussion with potential lenders reveal interest in short term loans outside of their own commitments to displays during the Racing season.

4.4 Marketing and Promotion

Subsequent discussions with Councillors suggest that while a new facility is not viable what would enhance the public's interest and support of the Road Racing story and tradition is greater marketing and promotion of the facilities and artefacts available.

This was a theme taken up by a number of Councillors which suggested that the absence of adequate investment in joined up marketing and promotion across the Borough was a barrier to gaining the maximum impact from the current Museum Facilities exhibitions and artefacts.

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Section 5 Summary of Issues and Challenges

5.1 The following sections provide a more detailed analysis of the challenges and implications for the Museums services. This is informed by the review of the physical facilities, desk research and consultation with the staff and Councillors undertaken through individual interviews and workshop discussions.

5.2 The Role of the Museums Services

The traditional view of Museums, and a view offered by some during consultation, is of overseeing collections housed in the facilities either as permanent displays behind glass or as temporary exhibitions in buildings that can appear remote, cold, and not particularly user friendly or accessible. However the accepted definition today is that a museum (and its services) is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. Legacy Causeway Museum Service had built a reputation for **innovative community engagement** across the region and community evaluation and consultation of their PEACEIII programmes supports this ongoing area of work.

Museum buildings can appear to be disconnected from Council services and outside the mainstream. It **was noted that Coleraine as a significant Town within the Borough lacks a permanent museum facility** and that the “local” museums lack investment, marketing, or full-time staff.

Allied to this there were conflicting views of what a Museum is meant to offer with a need to address local interest and offer local facilities, while offering state of the art exhibitions with artefacts and displays of national interest attracting tourists, delivering for the Tourism and Economic development. It is challenging to identify what is the appropriate level or configuration of facilities required to deliver a service.

The new Museums Services for Council is required to manage the collections, the associated programmes and community engagement, whilst providing a balance between the local interests and ‘headline’ tourist draws - all with modest resources.

5.3. Council Investment in Museum Services

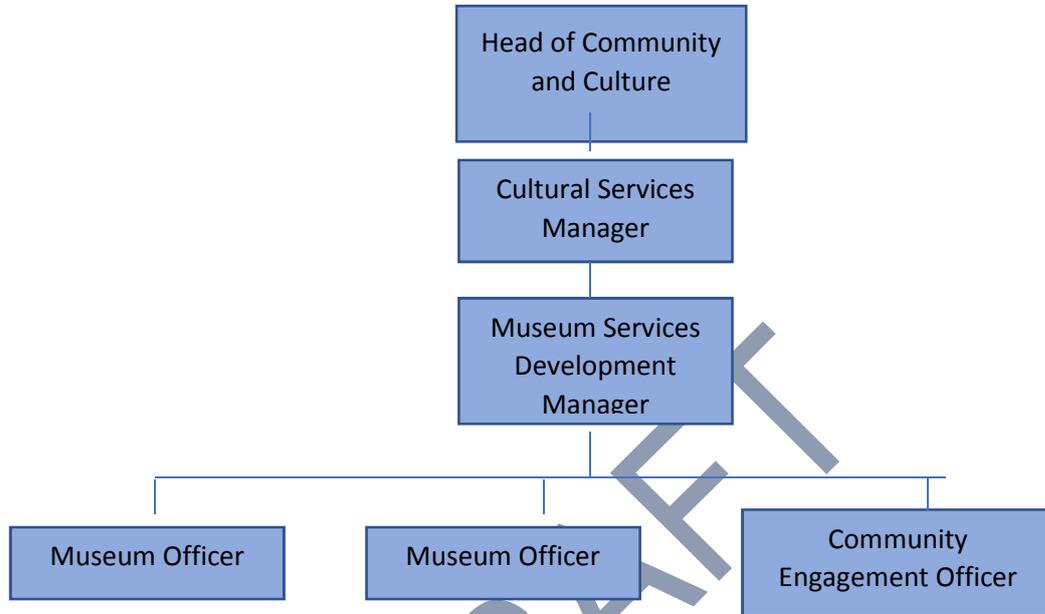
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Programme & collections management Costs	£60,450

5.4 Staffing

Pre-merger the staff complement included 6 Museum posts - 2 for the regional museum services and 4 for the local museums. The current proposed staff complement set out below allows for 4 staff - a reduction of 2 core posts from the legacy Councils.



5.5 Assets and Access

Currently the Museum Services manages Council’s collections, much in multi - site storage with some material on permanent display (Ballymoney and Ballycastle). The Service provides access to all collections through its annual programme of temporary exhibitions and community engagement. Museum Services are responsible for the management and access to significant collections of artefacts. Collections are documented, cared for and accessed by Museum Services on behalf of past, present and future generations and in so doing achieve and maintain Accreditation (UK Standard for Museums), secure funding and assure donors and visitors.

The fundamental challenge facing the Museums Service to maintain Accreditation and meet Health and Safety requirements, is one of collections storage to facilitate all aspects of collections management including public access programmes. This is particularly marked with respect to the Coleraine Museum collection at Cloonavin which is stored in the Council basement, posing, as is noted in two internal audits, high risk to collections and staff safety.

It has recently become a high corporate priority to relocate the collection due to impending relocation of the Planning Department into Cloonavin, exacerbating the need to

find a suitable store for the Collection that meets its needs and manages the risks appropriately.

5.6 Civic Buildings

As a newly merged Council, Causeway Coast and Glens benefits from the availability of a number of impressive Civic buildings. This includes the Headquarters building at Cloonavin, Coleraine Town Hall, Ballymoney Town Hall as well as Council offices in Ballycastle, Ballymoney and Limavady. The Museum Services also shares a very impressive facility in the Roe Valley Arts and Cultural Centre.

Museums Service does not, however, control access to the buildings and there is a sense that Civic events and usage, depending on the nature of the booking, will at times take precedence. This can make programming, access and promotion difficult. Making more creative use of civic buildings might also allow the current collections and artefacts to be exhibited more often, or in fact on a permanent basis and accessed more readily by citizens and visitors, generating greater footfall. **How Civic buildings are used may be an issue to be considered corporately within the Council.**

Within the current facilities, increased, effective communication may allow greater access to and use of Coleraine Town Hall. Similarly, there is the potential to utilise additional rooms within Ballymoney Town Hall. Using additional rooms for storage either in the town hall or within Riada House would support the centralisation of Museum staff within Ballymoney. Again, such a move would need to be supported by Council. Sheskburn House the former Council Offices in Ballycastle may also be available on a temporary basis to allow the museum's collections to be stored and catalogued. This has been considered within the options in section 6 of this report.

5.7 Outreach and Engagement

Museums offer the opportunity to link in to a sense of local pride and culture supporting and inspiring local people and communities who have an interest and passion for local history and heritage. This is evident in the strong support for the Museums and having local facilities available that told local stories, reflecting the history, heritage and culture of an area.

Underpinning this is the range of outreach and engagement work undertaken within local schools and communities. This work underpins the Museums Service's proactive approach in gaining support from external funders including Peace III and IV and through Heritage Lottery allowing very successful programmes to be undertaken such as PEACEIII Cultural Fusions 2009 - 2013 and HLF On the Brink Programme 1914-1916.

This provides an example of the quality of the Museums Service's engagement and outreach combining temporary travelling exhibitions, engaging local volunteers and working across the Borough's schools.

Delivering the above requires skilled staff engaged in documentation, conservation, programme (including exhibitions) development and delivery, learning and community engagement.

5.8 Enhancing the Road Racing Offer

As part of the audit the question of how the Road Racing offer within the context of the Ballymoney story was explored looking at models in G.B. This indicated that building a new purpose-built facility or investing in the short term in an extension within the current Museum in Ballymoney was not feasible.

It was considered more realistic to improve the current offer through an extended and enhanced programme which would hopefully be more integrated in the general N.W. Motor Cycling Event marketing and programming.

5.9 Marketing and Promotion

Subsequent discussions with Councillors suggest that while a new road racing facility is not viable what would enhance the public's interest and support of the Road Racing story and tradition is greater marketing and promotion of the facilities and artefacts available. This theme was taken up by a number of Councillors which suggested that the absence of adequate investment in joined up marketing and promotion across the Borough was a barrier to gaining the maximum impact from the current Museum Facilities, exhibitions and artefacts.

5.10 Working with Volunteers

Causeway Museum Service, Coleraine Museum and Ballymoney Museum have regularly welcomed volunteers, work placements and student (secondary and tertiary) placements who come in to work on the collections usually assisting with Documentation. Causeway Museum Service had a well-developed Volunteer policy, procedures and workbook for volunteers in all the Museums within the Service. Ballymoney had their own Volunteer policy. Causeway Museum Service had also welcomed post-graduate students assisting with community engagement. Since the merger, as reorganisation and relocation of Museum services has progressed, there has been little opportunity to support volunteers apart from through the On The Brink 1914 - 1916 Programme. Volunteer recruitment will commence once relocation is completed. Since 2014 The Friends of Ballycastle Museum as a group of volunteers have worked with Museum Services and assisted Council to

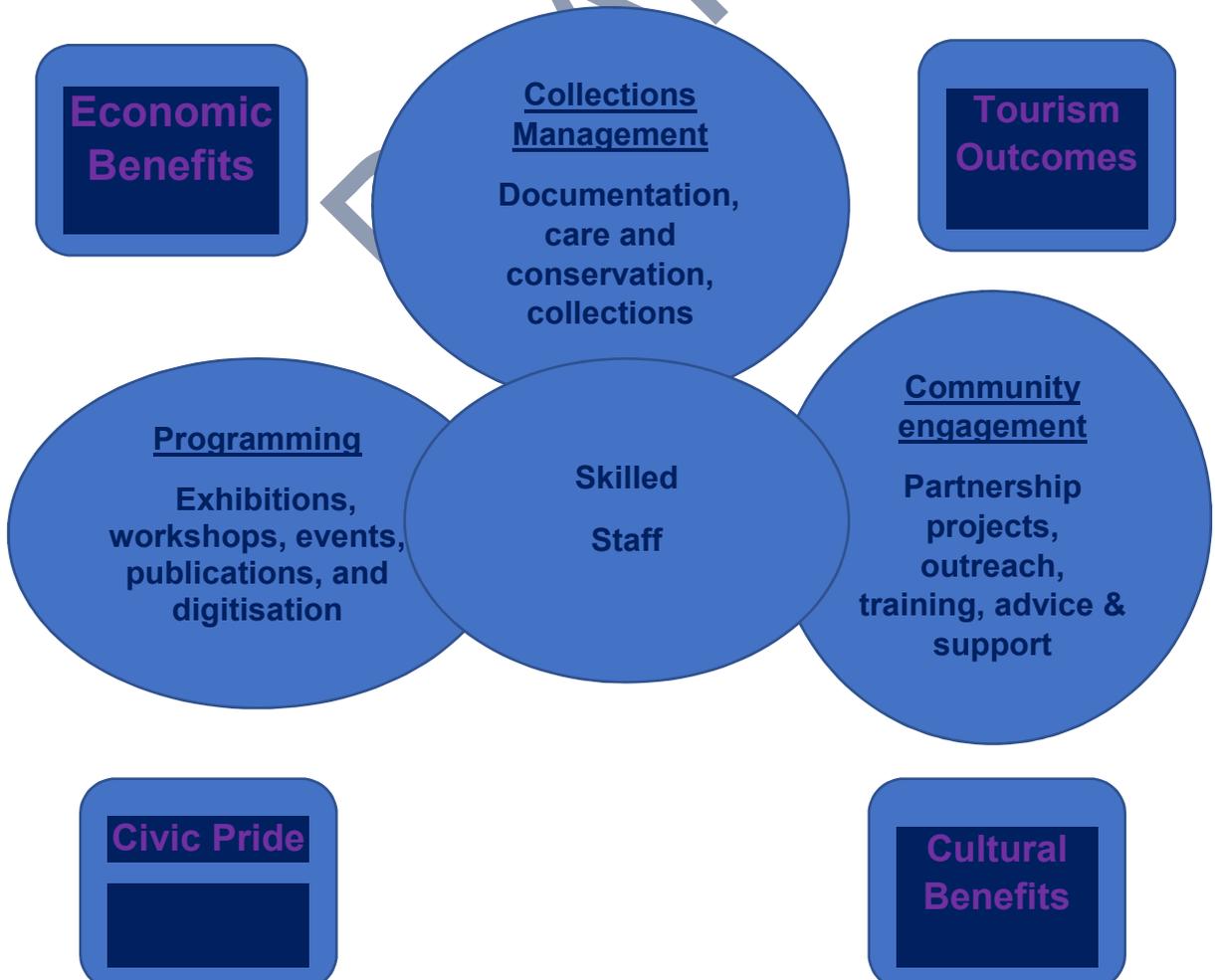
extend the opening hours of Ballycastle Museum through a Memorandum of Understanding.

At a Corporate level, the new Volunteer Policy which is currently under consideration will facilitate greater support for Volunteers within the Museum Service.

5.11 A model for a sustainable service

Developing a sustainable facilities model suggests a need to consider and agree a framework of what a modern museum service should look like and deliver for the Borough. Based upon the consultation and a review of the current assets and strengths the Museum Service is expected to deliver a range of agendas and priorities as set out below. This requires a core staff team with appropriate skills to support the delivery of the key areas of services required: collections management, programming and interpretation for a broad spectrum of audience and inclusive community engagement and outreach. These skills include documentation and care of collections, research and interpretation, learning in museums and engaging communities with collections. This will underpin the support by Museum Services for Culture, Community, Tourism and Economic Development.

Options Consideration A framework for Museum Services Delivery



- 5.12 The Cultural Services Integrated Strategy 2016-2021 supported by the Service's Business Plan 2017- 2018 which has been approved by Council, provide the framework for managers and staff to manage the operational demands of collections management, public engagement programmes that address corporate and community priorities and marketing. In addition, the Strategic Goals support volunteering and partnership working. The challenge for the Museum Service is to deliver all of the above against a backdrop of extremely challenging revenue budgets and no additional budget allocation for the period 2017/2018 for Museum facilities within the capital budget allocation.
- 5.13 Within an audit of need and options appraisal the challenge is to agree on priorities in the short term which will support the service while setting the groundwork to deliver a more sustainable service in the longer term.

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Section 6: A Review of Options

6.1 Informed by the review of the physical facilities, desk research and consultation with the staff and Councillors, the audit has identified a range of issues and challenges with respect to the current facilities. These are summarised as follows;

Physical Limitations

- A lack of collections and display storage for all museums.
- **Cloonavin:** The storage of artefacts and collections within the basement at Cloonavin was untenable and presented a significant risk to the collections and is not fit for purpose.
- **Coleraine Town Hall:** There is no control over lighting nor room for collections and permanent exhibition space.
- **Ballycastle Museum:** Collection stores nearly at capacity and as a 300-year-old Historic and Listed building there is little environmental control, damp, inadequate heating downstairs, no lift and archaic plumbing.
- **Ballymoney Museum** at Ballymoney Town Hall; Stores here are at capacity, no display equipment storage on site.
- **Limavady Museum** at the Roe Valley Arts and Cultural Centre: Stores here are close to capacity.
- **Green Lane** No storage capacity, the environment cannot be controlled. All items on open display apart from one case. A key issue here is that of lone working. Reduction in visitor numbers and investment from NIEA.

Access and Accessibility

The above physical barriers limit access to the collections within the Museums and therefore an appreciation of the value and richness of the collections and consequently impacts upon footfall. This is exacerbated by the limitation on access to Civic buildings specially the Coleraine Town Hall where at times third party use is prioritised over long term Museum bookings.

Road Racing

In the absence of a substantial road racing collection how does the Council maintain and develop the integral story of Road Racing and NW200 within Ballymoney Museum.

6.2 Informed by the above, the following options were considered in terms of meeting the identified needs, timescale, costs and other corporate considerations and the reality of budgetary constraints. Those that are considered deliverable and meeting the immediate need are highlighted, with the remainder considered but discounted.

Summary and Analysis of Options

Issue Addressed	Options	Analysis	Estimated Costs	Timescale	Commentary
1. Lack of Access to Coleraine Museum Collection 1. (a) Coleraine Town Hall shared with other users and managed by other Departments 1(b) Lack of permanent museum for Coleraine	1.1. Do nothing	This creates difficulty in marketing a temporary public programme due to the requirements of other users and the priority at time given to third party uses, some of which may arise at short notice.	No increase	Short Term	Option discounted as it does not provide an acceptable response to the needs identified.
	1.2 Dedicated seasonal use of Coleraine Town Hall	This would allow an agreed programme of exhibitions to be marketed.	Potential increase in marketing budget redirected from current museum programme costs	Short Term	Option to be progressed as this would allow greater, managed access to the Town Hall
	1.3 Dedicated full-time use of Coleraine Town Hall	This would go some way to offset the absence of a full time dedicated museum in the town while offering a destination for	Interpretative fit out costs estimated at £2,500 per square metre. This does not include	Medium term	This option would need to be considered as part of wider discussion concerning the use of Civic

		<p>tourists with temporary exhibitions alongside. This would require additional costs in fit out at a time limited capital budget available.</p> <p>A further consideration would be the displacement of key events and festivals e.g. Coleraine Music Festival, Irish Dancing, Orange Festival and Pantomime and the loss in income from external users</p>	<p>building works or electrical alterations.</p> <p>Fixtures and fittings e.g. lights</p>		Buildings plus further consideration of the cost implications.
	1.4 Rent unused shop in town centre	This might allow a space for temporary exhibitions and or storage. The major drawback is the cost and it does not offer an acceptable option to meet the needs identified above.	£60-£80 per square metre for a unit close to the Town Centre £16,200-£21,600 per year excluding building fit out and interpretative fit out.	Short term	Discounted as an option due to budgetary considerations and sustainability.
	1.5 New Build/redevelopment	Require circa 350 square metres for galleries, excluding public workshops, public facilities, staff, retail etc. At least 1000 square metres in total.	£750,000 interpretative fit out. Excluding any site purchase, building and fit out costs.	Long term	Discounted as a short term option due to budgetary considerations.
2. Lack of collections and display storage for all museums. Minimum 75-80 square metres required for collections storage Minimum 75- 80 square metres display	2.1 Do Nothing	Considerable risks to collections and artefacts and reputational risk to the Museums Service and Council.	Ongoing display storage costs (£6,000)	Short term	Action is required Immediately.

<p>equipment storage 2 (a) Coleraine Collection urgently has to find a new home</p>					
	<p>2.2 Rent industrial unit</p>	<p>Approx. 250 square metres to include collections and all display equipment storage</p>	<p>Storage space in Ballymoney industrial zone estimated at £6,500 inc. rates and electricity, alarms, cctv etc</p> <p>Plus approx. £22,750 initial fit out to meet environmental and safety requirements</p> <p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes any fit out costs.</p> <p>Excludes staff costs.</p>	<p>Medium term</p>	<p>Option discounted due to cost implications rent, security and services plus meeting requirements of store.</p>
	<p>2.3 Relocate to Sheskburn House</p>	<p>Council board room/chamber</p> <p>Space available currently for collection and display storage.</p> <p>Civic building in Council ownership.</p> <p>Ground floor access.</p>	<p>Window security with frames and door security</p> <p>Security costs</p> <p>£3,000 (as per internal costs provided Head of Performance)</p>	<p>Medium term</p>	<p>Potential option, however unknown position in relation to the use of civic spaces in short to medium term – decision required by Council</p>

		<p>Space circa 90 square metres per room.</p> <p>No museum staff on site daily – additional travel cost and time for staff to access collections.</p> <p>Access to work station would be required to work on collection.</p> <p>Temporary solution - depending on the future usage of the building, the collection would be required to move again in the medium term, while more permanent storage solutions for the Council are found</p>	<p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes staff costs.</p>		<p>Further costs to staff time and travel.</p>
	<p>2.4 Additional space in Ballymoney Town Hall - dedicated use of both Cramsie Room and Shiels Room circa 70 square metres total</p> <p>Utilisation of chamber in Riada House</p>	<p>Displacement of users - 24% occupancy rates in Town Hall.</p> <p>Could only accommodate some of the collections.</p> <p>Museum staff on site.</p>	<p>Strip out costs Painting Window blackouts with frames Security costs Environmental controls £12,000</p> <p>Direct costs £3,000 for specialist packing and removal.</p> <p>Excludes any fit out costs.</p> <p>Excludes staff cost</p>	<p>Medium term</p>	<p>This option is discounted at this stage and would need to be considered as part of a wider and longer term corporate discussion of the use of Corporate assets and civic buildings</p> <p>Potential displacement of existing users</p>

	<p>2.5 Utilise a classroom workshop and storage in Flowerfield as interim measure pending outcome of broader estates review</p> <p>Reconfigure use of RVACC collections store for 60 square metres.</p>	<p>The collection has been moved here temporarily in January 2018 to accommodate planning storage requirements. There is capacity within Flowerfield in one of the classrooms as an interim measure, with minimal disruption except evenings and summer scheme (the review of Arts Centre room usage demonstrated an average of 25% usage levels, therefore activities could be accommodated in the main elsewhere in the premises).</p> <p>No museum staff on site, however Cultural Services Manager is based in the building.</p> <p>Accommodation available for collections and facility for hot desk for staff to access and work with the collections.</p> <p>Secure location</p>	<p>Window blackouts with frames Security costs Environmental Controls Re-siting gas cylinders £3,350</p> <p>Direct costs £3,500 specialist packing and removal</p> <p>Excludes staff costs.</p>	<p>Short term</p>	<p>Short term option as it allows immediate access, facilitates staff access and is currently managed by the Cultural Services Dept. This recommendation is also in keeping with SIB review of cultural facilities as presented to Council.</p>
<p>3.Lone working at Green Lane Museum and reduction in numbers</p>	<p>3.1 Do nothing</p>	<p>High risk to lone worker since NIEA have removed on-site staff.</p> <p>Continued drop in visitors.</p>	<p>Corporate risk and reputation to be considered</p> <p>Additional staffing costs or reduction in opening hours</p>	<p>Short term</p>	<p>Option discounted due to corporate risk.</p> <p><i>However, should Council decide to keep the as is</i></p>

			to mitigate against lone worker risk		<i>position, then there is a requirement to enhance museums budget to support security and sustainability of site</i>
	3.2 Closure	<p>Currently leased from NIEA until 2032.</p> <p>Collection disposal will take several years following Accreditation procedures.</p> <p>46% drop in visitor numbers from 2013- 2017.</p> <p>Lack of additional storage space to house collection elsewhere.</p> <p>Save on operational budget of circa £7,000 per year and potential waiver of additional lease charge of £2,600</p>	Corporate risk and reputation to be considered	Short to medium term	<p>Option to be considered subject to Council decision, due to existing alternative museum facility in RVACC, budgetary pressures and therefore long term sustainability.</p> <p><i>In terms of sustainability, Museums cannot sustain the costs of the museum based on the ongoing efficiencies within Council, should reductions in Council subsidy be sought. Staff resources also limited due to competing priorities</i></p> <p>Follow Accreditation procedures for Disposal</p>

	3.3 Increase programming and have additional staff or increased security measures.	Seasonal staff assist with collections management, PR and marketing and organising programming	Additional programme and PR costs £2,000+ Increased staff costs approx. £5,000.	Short term	In the absence of investment in budgets, this option discounted due to budgetary pressures and long term sustainability
4 Continue to maintain and develop the story of Road Racing and NW200 within Ballymoney Museum	4.1 Temporary exhibition programme each year	<p>Resources required to reinvent each year without substantial in house collection.</p> <p>Analysis in section 4 of report demonstrates lack of sustainability in terms of large scale investment in bespoke Road Racing Museum.</p> <p>Proven methodology of partnership working, community engagement and increased marketing this year sees visitor figures rising by at least 80% to date.</p> <p>Appeal broadened by interactives and family based programme</p>	<p>2017 - 20% of total programme budget allocated to this one element.</p> <p>£12,000</p>	Short to medium term	Option progressed as this builds on current work which is proving effective
	4.2 Expand permanent gallery by creating	Resources required for fit out. Query regarding future long term sustainability of a bespoke road racing museum. Potential	£300,000 plus building costs	Medium term	Option discounted due to cost implications and long-

	second floor over the museum approx. 120 square metres	floor space increases up to 120 square metres. £2,500 per square metre for interpretative fit out excluding building costs.			term sustainability (section 4 of report).
	4.3 Expand permanent gallery by taking over Ballymoney Town Hall as dedicated museum	<p>Displacement costs for Main Hall</p> <p>As above this option would need to be considered as part of a wider corporate discussion of the use of Corporate assets and civic buildings</p>	<p>Interpretative Fit out costs approx. £405,000 for Main Hall excluding building costs and fixtures and fittings</p> <p>Loss of income pa. £16,000 Main Hall £6,000 for Cramsie Room</p>	Medium term	Option discounted as a short term option due to cost implications and long-term sustainability (section 4 of report). Would need to be considered as part of a wider corporate discussion of the use of Corporate assets and civic buildings.
	4.4 New Build	<p>Interpretative fit out £2,500 per square metre excluding site and build costs</p> <p>Current exhibition areas are 120 square metres. Need to allow gallery and temporary exhibition space to support at least 45-minute visit plus all visitor, circulation and learning facilities necessary</p> <p>The review of road racing models in G.B would suggest this would not be an option to be considered</p>	750 square metres plus interpretative fit out circa £750,000 excluding site, build plus fit out costs	Long term	Option discounted due to cost implications and long-term sustainability (section 4 of report).
5. Ballycastle Museum	5.1 Do nothing	Failing to meet public expectation of a civic venue –	Reputational Risk	Short term	Needs action immediately

(300-year-old listed building)		(access, toilets, temperature and security). Building continues to deteriorate.			
	5.2 Condition survey	Cost of survey updated from(October 2014)	£7,150 estimate for immediate repairs	Immediate	Option to be progressed to ensure fabric of building is protected
	5.3 Remedial building works scheme	Repair of lime mortar and rendered areas to prevent further deterioration in building envelope	£27,500 estimate for short term repairs	Short term	Option to be progressed to ensure fabric of building is protected
	5.3 Capital scheme	Restore listed building, subject to business plan, to provide interpretative fit out of existing space, public toilets and lift	1998 estimate £600,000 plus. Please note these figures need to be revisited should Council wish to progress the business plan.	Medium term	Option to be progressed subject to Council decision to progress to OBC and discussions with HLF re potential of capital funding

6.3. Commentary on **Short Term options** proposed

Issue to be Addressed	Preferred Option	Rationale	Cost
Lack of collections and display storage for all museums. The Coleraine Collection urgently required relocation as storage in basement of Cloonavin presented significant risk to collection and the need to move storage for Planning services.	<p>Retain space within Flowerfield as an interim measure. This addresses the immediate need for storage following the direction to vacate the basement within Cloonavin in order to accommodate Planning service storage requirements.</p> <p><i>Alternatively obtain permission from Council to relocate to Sheskburn for short to medium term and release resources to make site secure</i></p>	<p>Space available complements recommendations from wider discussion re Cultural facilities</p> <p>occupancy levels of arts centre @ circa 25% - minimal displacement</p> <p>Security in place on site (CCTV, staffing levels etc)</p>	£6,000 Sheskburn
Programmed Access to Coleraine Town Hall – lack of certainty over museums long term bookings (18 month approx. in advance) due to competing priorities including both ad hoc corporate and external bookings.	Dedicated seasonal use of Coleraine Town Hall in association with Corporate Services. This would allow an agreed programme of exhibitions to be programmed and marketed with a degree of confidence	Fulfils the need to have a meaningful Museum presence in the Coleraine Town hall	
Lone working at Green Lane Museum (due to removal of NIEA staff within vicinity) and reduction in numbers of visitors	Closure of Green Lane Museum	Existing alternative museum facility in RVACC. Cost of additional staff and increased programme.	Saving operational budget of £7,000.
Maintain and develop the story of Road Racing and NW200 within Ballymoney Museum	Enhancing and building upon current offer as is offers a proven methodology of partnership working, community engagement and increased marketing this year sees visitor figures rising by at least 80% to date.	Building upon the current approach which is proving very successful	Budget allocated 2017-18 £12,000 – 20% of total museum programme costs.

	Appeal broadened by interactives and family based programme		
Action on Ballycastle Museum	Remedial action required to protect the fabric of the building immediately and in the short term in association with estates.	<p>Protection of the building and urgent repairs to be undertaken</p> <p>Council support to develop an OBC for the museum</p> <p>Discussion with HLF re the potential of a longer-term restoration project</p>	<p>£34,650</p> <p>Plus costs for OBC</p>

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Section 7: Conclusions

- 7.1 The Museums Service brings together the Museums services and facilities of the legacy Councils of Coleraine, Ballymoney, Limavady and Moyle. As such the current service reflects the investment and priorities of the former Councils and the efforts made since amalgamation to create an integrated Museum service across a very wide geographical area.
- 7.2 The strengths of the Museum Service and its facilities were emphasised in the overarching Borough Cultural Strategy *“Open Door to Culture”* which highlighted the richness of the collections and artefacts and the role Museum Services can play in contributing both to the cultural offer and the wider community, tourism and economic development agenda. While offering a diverse range of facilities, the Service, through creative programming, education, outreach and engagement, illustrates the potential of a modern museum service linking into and reflecting the community it serves.
- 7.3 The diversity of the Museum facilities while a significant strength and attraction also provides many challenges. Coleraine offers facilities and collections at Cloonavin, the Council Headquarters and in the Town Hall through exhibitions. In Ballymoney which has a dedicated Museum set within the Town Hall, there is a legacy and loyalty to Road and Motorcycling racing and to the story of Ballymoney. In Limavady there is a shared Museum resource within the modern Roe Valley Arts and Cultural Centre and a further facility at Green Lane in the Roe Valley Country Park. Ballycastle has a small but active Museum facility with a dedicated volunteer team offering front of house support outside of the core season. All interesting and unique resources but reflecting some of the legacy challenges inherited from the former Councils.
- 7.4 Partly in response to some of these issues and the immediate challenge of physical space and the current limitations, the Council has agreed to undertake an audit of need and options appraisal for the Council’s Museum Service facilities. The focus of the audit is to look at facilities, the current position, challenges and opportunities and from this propose a series of options which will support a sustainable model for the Museums within the Borough. Part of the audit also requires consideration of the options for the development of a permanent road racing museum in Ballymoney while retaining the local community museum provision.
- 7.5 In response to the Terms of Reference issued by the Council, Blueprint Development Consultancy and Associates were appointed to undertake the audit based upon an agreed approach of desk research, site visits, and consultation.

The focus of the audit has been to identify the current issues and offer practical solutions that will support the development of a sustainable service model, mindful of the current budgetary constraints.

The audit has identified a range of issues and challenges with respect to the current facilities summarised as follows;

Physical Limitations

Cloonavin: The storage of artefacts and collections within the basement at Cloonavin was untenable and presented a significant risk to the collections and is not fit for purpose.

Coleraine Town Hall: There is no control over lighting nor room for collections.

Ballycastle Museum: Collection stores nearly at capacity and as a Historic building there is little environmental control, some damp, inadequate heating downstairs, no lift and archaic plumbing.

Ballymoney Museum at Ballymoney Town Hall; Stores here are at capacity and no display equipment storage on site.

Limavady Museum at the Roe Valley Arts and Cultural Centre: Stores here are close to capacity.

Green Lane No storage capacity, the environment cannot be controlled. All items on open display apart from one case.

Access and Accessibility

The above physical barriers limit access to the collections within the Museums and therefore an appreciation of the value and richness of the collections and consequently impacts upon footfall.

This is exacerbated by the limitation on access to Civic buildings specially the Coleraine Town Hall where priority is given at times and at short notice to third party users, which can make programming difficult at times. This in turn reinforces the charge that Coleraine as the main Civic Centre lacks a permanent Museum presence. Similarly, with respect to Ballymoney where efforts have been made to centralise the Museum Service by transferring the staff team, the Town Hall building is shared with other community “tenants”

The Civic nature of former Town Halls may also be perceived as a barrier to visitors. Equally, restricted opening hours due to staff shortages at Ballycastle and Green Lane also impact upon access and accessibility.

Discussion with respect to the access and use of civic buildings would suggest this discussion needs to be progressed as part of a wider corporate discussion re the use of Town Halls and Civic buildings.

Demands and Expectations

The consultation highlighted a range of expectations on the service and in turn its facilities. The desire to offer local facilities that reflect local history and heritage, the expectation that the Service would offer high profile exhibitions generating significant numbers of visitors and the need to offer high quality programming, outreach and engagement while undertaking the core business of collections, documentation, archiving and preservation places considerable demands upon a service that has a very small core team and within the Council a relatively modest budget.

Enhancing the Road Racing Offer

As part of the audit the question of how the Road Racing offer sits within the context of the Ballymoney story was explored looking at models from the U.K. This indicated that building a new purpose - built facility or investing in the short term in an extension within the current Museum in Ballymoney was not feasible.

It was considered more realistic to improve the current offer through an extended and enhanced programme which would hopefully be more integrated in the general N.W. Motor Cycling Event marketing and programming. The key element here is ensuring that early discussions are held to ensure co-ordinated planning.

Marketing and Promotion

Related to the above, the limitations and challenges of marketing the Museum Service and facilities was highlighted. If parts of the collections are inaccessible, marketing becomes even more significant in drawing in visitors, highlighting the need for greater collaboration and internal pre-planning.

Volunteers

The Museum Service has been very proactive in attracting and supporting volunteers within the Service. This reflects a strong local interest in history and heritage, evident across the Borough and in the active engagement of volunteers in our Museums.

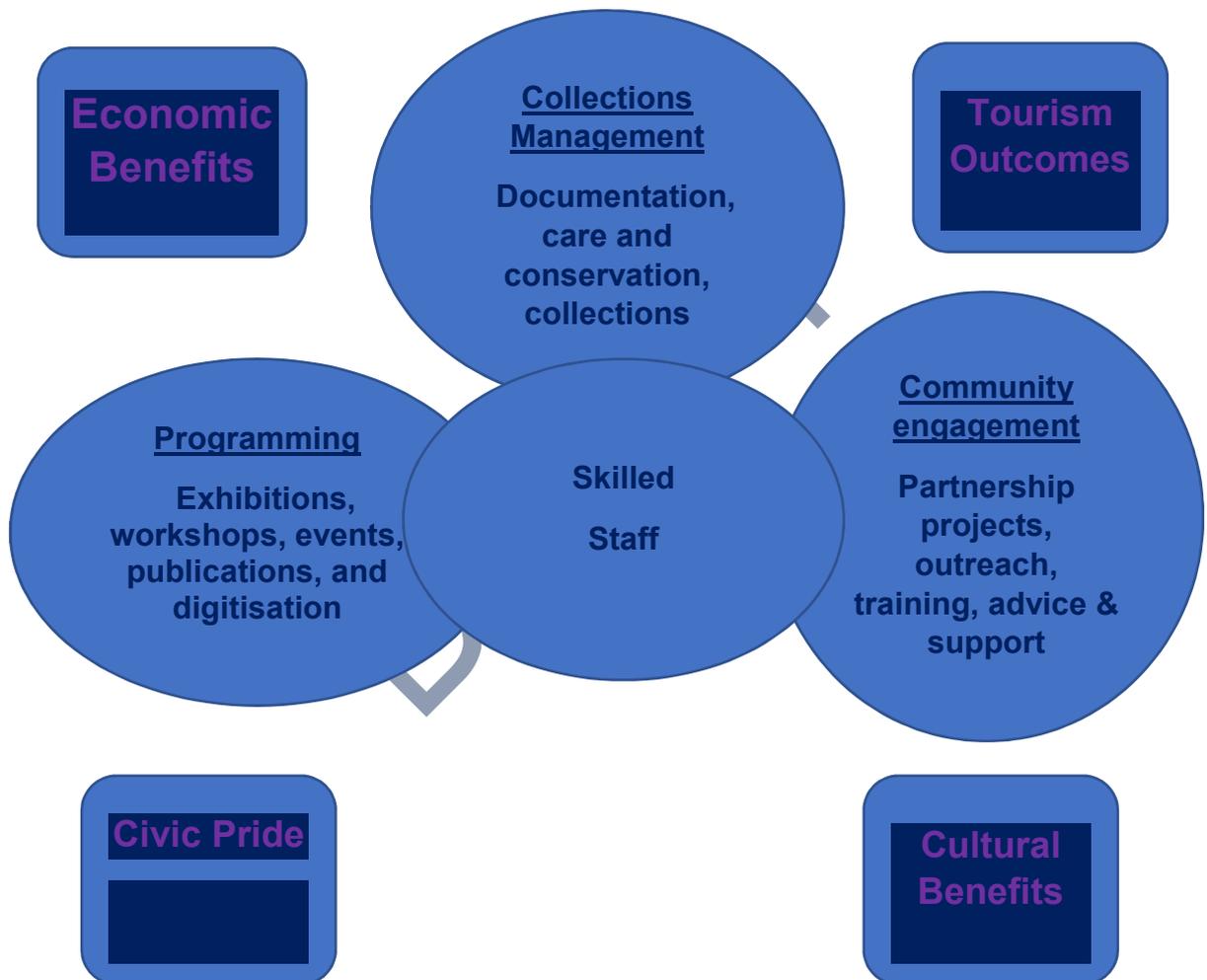
Given this interest, this offers a platform to continue to recruit and train more volunteers to enhance the Service and provide an additional resource. This would be facilitated by progressing the Corporate Volunteer Policy which is currently under consideration.

- 6.6 Reflecting the findings of the audit and the current budget limitations the options considered are relatively modest in terms of cost and pragmatic. The emphasis is to offer

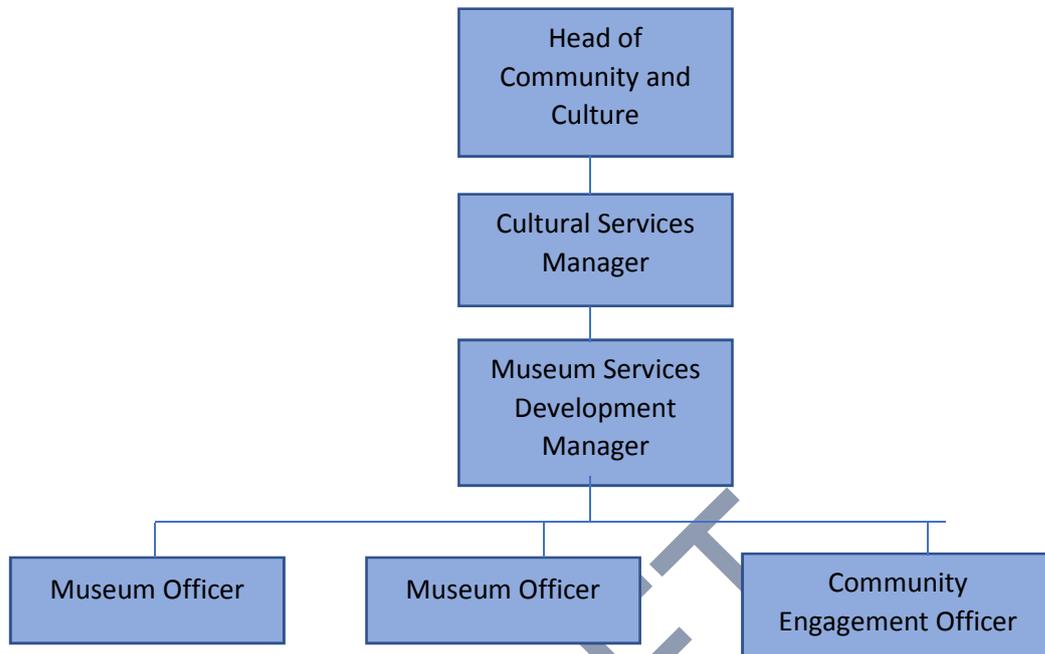
short term solutions that will move the service onto a more sustainable footing. This includes proposing immediate action with respect to Cloonavin, Ballycastle, Green Lane and utilising existing Council Cultural Facilities such as Flowerfield.

6.7 Part of the ongoing development to support the Service and its facilities suggests a need for greater internal co-operation with respect to facilities, marketing and recognising the contribution Museums can make, provided the role and expectations of the Service are clearly articulated and agreed within Council.

6.8 **The framework for Museum Services Delivery**



6.9 The Staffing Structure



Section 8: Draft Recommendations

8.1 Based upon the research, consultation, and discussions we would propose the following draft recommendation for the Council to consider.

Recommendation 1: Coleraine Museum Collection storage

As an interim measure, the collections and items which were housed within the basement of Cloonavin were relocated on an interim basis to Flowerfield Arts Centre and stored there to protect the collections and artefacts, while facilitating use of the basement space, required to accommodate Planning. Council are asked to consider the options in terms of short to medium storage solutions as per report, namely:

- 6.1.1 Retain the use of Flowerfield as an interim storage solution
- 6.1.2 Relocate to Sheskburn, Ballycastle and make resources available to secure the collection therein

Recommendation 2: Essential repairs at Ballycastle Museum

To protect the fabric of the building, essential repair and maintenance work is carried out as soon as possible with a subsequent short term programme of works to repair lime mortar and render throughout.

Completion of an Outline Business Case for museum.

Discussion with HLF re the potential of a longer-term restoration project.

Recommendation 3: Ensure a Greater Museums Presence at Coleraine Town Hall

The Council considers block booking of the Town Hall at specified times (May /Mid-June, Mid July - August and December) is prioritised to the Museum Service on an annual basis, subject to internal discussions and pre-planning.

Recommendation 4: The Service Continues to Enhance the Road Racing Offer at Ballymoney

The Museum Service continues to develop and evaluate an enhanced four-month temporary exhibition programme with greater integration with corporate programme working alongside the corporate NW200 Festival and the North West 200 Committee to maximise publicity and complementarity.

Recommendation 5: Greater Marketing and Promotion of Services

In keeping with the SIB report re Cultural Facilities that the Service continues to have discussion with colleagues to facilitate greater cooperation and sharing of resources re the marketing and promotion of facilities and cultural themes.

Recommendation 6: Green Lane Museum

Council close Green Lane Museum and enter into discussions with NIEA to withdraw from the lease. Follow Accreditation procedures for disposal of the collection.

Recommendation 7: Review of Civic Buildings

Council consider carrying out a review of Town Halls and civic buildings to maximise potential use of these spaces.

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Appendix 1 Consultees
Members of Council
William Blair
Sam Cole
Trevor Clarke
Barney Fitzpatrick
Alan McLean
Padraig McShane
Ian Stevenson
Russell Watton
Darryl Wilson
John Finlay
Boyd Douglas
Norman Hillis
Aaron Callan
Alan Robinson
Council Officers
Helen Perry
Margaret Edgar
Julie Welsh
Richard Baker
Museum Staff Team
Stephen McMaw