

# **NATIONAL MUSEUMS LIVERPOOL**

## **ORGANISATIONAL INFORMATION**

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### **Organisation Background**

National Museums Liverpool is one of the world's great museum services, with internationally important collections across the whole museum spectrum. We have been engaged in a wide-ranging reassessment of what we do, why and how, and we expect that the next few years will see us in the forefront of radical museum development. We aim to create a service that successfully combines local, regional, national and international roles, and to redefine the relationship between a national museum and the public.

We came into being on 1 April 1986 following the abolition of Merseyside County Council. The Government considered that the outstanding quality of the Merseyside collections merited national status, transferring them to the care of a new Board of Trustees.

Since 1986 we have grown considerably and today encompass seven public venues: World Museum Liverpool, Merseyside Maritime Museum (incorporating HM Customs & Excise National Museum), Museum of Liverpool Life, Conservation Centre, Walker Art Gallery, Lady Lever Art Gallery and Sudley House. Since that time, we have made significant achievements including:

- completing the majority of the original Merseyside Maritime Museum concept and built it into a museum complex of national importance which now incorporates HM Customs & Excise National Museum;
- creating the Museum of Liverpool Life;
- creating an innovative Conservation Centre;
- partially refurbishing the Walker Art Gallery;
- embarking on a major re-development and expansion of the Liverpool Museum which in April 2005 became the World Museum Liverpool.

However, we still face many exciting challenges. We need to build larger and more diverse audiences, finding a creative balance between functioning as a great national museum service and at the same time, providing a high quality service for Liverpool, Merseyside and North West audiences.

We believe that museums should be valued and enjoyed by everyone. It is important that we have an external focus and play a pivotal role in social inclusion, learning and regeneration agendas, and continue to develop partnerships locally, regionally, nationally and internationally. To this end we have fully integrated our educational services with our other activities so that education is highlighted as our prime function. We have created a more coherent service wherein different skills and talents are respected and fully utilised. We have developed a stronger corporate approach to all that we do and resist any tendency for individual museums and departments to fragment. We

have enlivened and improved our exhibition planning and programming, and have created a radical museum service which above all else, puts the needs of the public at the top of our agendas.

## **Vision and Beliefs**

NML is one of the world's great museum services. We are active locally, regionally, nationally and internationally, reflecting our unique status as a national institution based in a major regional city.

**Vision:** We will be progressive and outward looking, exciting and inspiring people in ways that are inclusive and challenging.

We believe that:

**NML has a responsibility to the whole of society.** Everyone, regardless of age, identity, ability or background, has a right to expect that we will be enjoyable and welcoming, providing routes to discovery, awareness and learning for all.

**NML is committed to study, care for and enhance our world-class collections,** making them accessible to all.

**NML is a creative, energetic and dynamic organisation** which must be managed imaginatively and effectively. We are prepared to identify and embrace opportunities, to experiment, take risks and use innovative approaches to achieve our aims.

**NML must always be modern, radical and responsive.** We will build on our strengths, but we thrive on change. We believe in continuous assessment, transparency and openness, listening and reacting to our users, and in improvement of all that we do.

**Teamwork and co-operation is valued and inherent in all that NML does.** We will create a working environment where respect for different roles and talents is paramount, and all staff feel motivated, promoting quality, trust and integrity.

**NML grows stronger through partnerships** – community, cultural, educational and business. We will build such relationships wherever it helps us achieve our aims, while helping others achieve theirs.

## **Key Challenges**

Our key challenges up to 2008 are:

- To have a stronger audience focus and to build new and diverse audiences.
- To attract two million visits a year by 2008 through exhibitions and events targeted at potential growth areas.
- To develop a focused, integrated exhibitions programme.
- To maintain and enhance our collections.
- To encourage appropriate scholarship and research.
- To fulfil our national role in the regions.
- To increase awareness of National Museums Liverpool within and outside the region.
- To engender income from grants, donations, sponsorship and commercial activities.
- To maximise the effectiveness of an organisation which uniquely serves local, regional, national and international audiences.
- Out capital development priorities for the period 2005-2008, subject to funding being available, are as follows:
  - To create a National Museum and Centre for the Understanding of Transatlantic Slavery and the renewal and expansion of our displays on slavery by August 2007, through an extension to the Maritime Museum that would be enhanced by the acquisition of the former Dock Traffic Office.
  - To construct a Museum of Liverpool at Mann Island, with substantial completion of the building by the end of 2008
  - To carry out further redisplay at the Maritime Museum, notably of the national collection of HM Revenue and Customs
  - To embark on phased improvements of Sudley House and the Lady Lever Art Gallery, where the building infrastructures are in need of modernisation.
  - To continue the phased programme of gallery redisplay and venue improvements at the Walker Art Gallery.
  - To make more effective public use of the Conservation Centre.
  - To commence a phased programme of incremental improvements at the World Museum Liverpool in the galleries that did not benefit from the *Into the Future* scheme.
  - To develop our land and buildings on North Street/Johnson Street, involving some demolition and new build, in order to deal with our long-term staff accommodation problem, and other issues such as the poor quality of storage in the North Street Buildings.
  - To develop and possibly expand our estate at Juniper Street.

## Further Information

We currently employ about 550 staff, although this figure alters seasonally. We strive, through our staff policies, to provide quality services, agreeable working conditions, appropriate training and excellent opportunities for personal development.

We operate within a restricted budget and therefore seek to increase effectiveness and efficiency through our training programme and through improvements in work systems and technology. We have attained the Investor in People Award, training and development opportunities are open to all staff, both established and non-established, a commitment seen as fundamental to the achievement of our objectives. We encourage staff to accept the changes and challenges which belong to the modern world, where public expectations of museum and gallery services are more complex and demanding than they used to be.

We are committed to equal opportunities in all that we do and are determined that both in the provision of service and as an employer, we will ensure equality of opportunity, regardless of race, sex, disability, marital status, sexual orientation, ethnic origin, age or political affiliation.

We are aware of the role we play within the community and the local economy, and aim to make a constructive contribution to both. The local economy is making a strong recovery and we are in the forefront of efforts to regenerate and improve the quality of life in Liverpool and the surrounding region, so it is important that we look to identify opportunities for strategic alliances through regional and national partnerships.

## The museums and galleries and their collections

Our collections are some of the richest and most diverse in all the national museums, and reflect the historic importance of the city of Liverpool.

**World Museum Liverpool** - is one of Britain's finest multi-disciplinary museums, and a popular lifelong learning resource. Its collections are unique in their scope and diversity. More than one million specimens and artefacts cover archaeology, ethnology, the natural and physical sciences collectively forming one of the finest collections in Europe. World Museum Liverpool has been extended recently to deliver six major attractions:

- **The Atrium**, a dramatic six storey, glass-roofed entrance at the centre of the new World Museum complex.
- **World Cultures** bringing back into public use, galleries that have been closed for 50 years, showcasing our spectacular African collections and internationally important collections from America, Oceania and Asia.
- **Treasure House Theatre** creates state-of-the-art multi-media presentations and performances, offering a gateway to the richness and diversity of our collections.
- **Aquarium**, a renewal of a popular feature since 1860, presenting a fantastic range of species from the local coastline to tropical lagoons, mangrove swamps and coral reefs.

- **Bug House**, a special gallery aimed at children to help them find out about the insects often found in a domestic setting.
- **School Reception Area**, providing a wide-range of facilities for visiting schools and an area for craft and art-based “messy” activities.

These attractions provide a unique level of inclusion, access and learning opportunities. They are fun, innovative, engaging, relevant and broaden the existing audiences. The Museum has an active and popular family-focussed exhibition and events programme.

**Walker Art Gallery** - the national gallery of the North - holds important works by Rembrandt, Ruysdael, Rubens, Poussin, Murillo, Simone Martini, Ercole de'Roberti, Degas, Cézanne, Seurat and many other European artists. The gallery has a rich collection of British works including paintings by Stubbs, Wilson, Holman Hunt and Millais. It also looks after a unique collection of Victorian sculpture, Liverpool porcelain and delftware, together with other decorative art and costume. Through the purchase of prize-winning works from the John Moores exhibitions, the Gallery has amassed a wonderful collection of paintings by contemporary British artists over the last 45 years. We have transformed the gallery - increasing display space, introducing new public facilities and making more of our world-class collections available to a wider range of visitors. Later this year we will have the first dedicated childrens gallery in any national gallery.

At the **Lady Lever Art Gallery**, superb eighteenth-century furniture, Wedgwood and oriental art is displayed alongside spectacular paintings from the Pre-Raphaelite School, as well as works by Turner and Constable.

**Sudley House** provides an example of a Victorian shipowner's home with furniture and pictures acquired by the Holt family, founders of the Blue Funnel Line. Outstanding works include paintings by Turner, Gainsborough, Reynolds, Romney, Millais and Frederick Lord Leighton.

The **Merseyside Maritime Museum**, located in the Albert Dock complex, has outstanding collections of maritime history archives, ship models, paintings and sailors' artefacts, as well as several full-size ships, two of which are in sea-worthy condition. The Museum's collections reflect Liverpool's importance as a gateway to the world, including the city's involvement in the transatlantic slave trade and emigration. **HM Customs & Excise National Museum** is located on the ground floor of the Merseyside Maritime Museum building and tells the story of customs and dutymen from the 1700s to the present day. Exhibits relate to the smuggling of goods, trafficking in endangered species and collecting duty.

The **Museum of Liverpool Life** collections celebrate the people of Liverpool, their culture, achievements and contribution to national life. Its galleries give a unique insight into a remarkable city and its inhabitants over the last 200 years. Its displays relate to housing, transport, employment, trade unionism, Mersey culture and recreation. Three recently opened galleries focus on the city's rich cultural diversity, the people's affection for the River Mersey and the story of the King's Regiment.

The **Conservation Centre** employs specialist staff to handle, conserve and restore collections and monitor environmental conditions in display and in store. The Division also manages National Museums Liverpool's collection stores.

We make loans available for display and study in museums in the UK and across the world.

We received over 1.5 million visits in 2004/05 and are committed to providing an experience that is high in quality, enjoyable and informative for all our visitors. We offer special services to schools and community outreach groups and work experience opportunities to local schools, community colleges and universities as well as internships.

Our retail, catering and conferencing services, together with front-of-house reception, cloakrooms and car parks, are operated by our commercial branch. The Walker Art Gallery and Merseyside Maritime Museum are popular venues for conferences, meetings and events.

National Museums Liverpool's Volunteer Programme incorporates the traditional volunteer, work placements (post-18) and work experience (pre-18) students. We host approximately 200 volunteers and 100 placements annually; however, these figures are only a fraction of the number of applications we receive each year. We aim to engage volunteers and placements in work that is of interest and/or benefit to them, whilst at the same time, being of benefit to us.

Our volunteers/placements provide support where resources are not otherwise available and contribute a whole new range of special skills and talents to the organisation. They are involved at all levels of the organisation's work and in many different ways: from those requiring specialist skills to others where energy and enthusiasm are the only qualifications required.

### **Governance of the Organisation**

We are governed by a Board of Trustees whose members are appointed by the Secretary of State for Culture, Media and Sport (DCMS). Our Trustees have a general obligation of caring for, preserving and adding to the collections.

Our Board receives grant-in-aid from its sponsor department, DCMS. The grant is made available on the basis of an annual Funding Agreement, supported in-house by the production of a Corporate Plan, which details the outputs and the outcomes that we will deliver in return for the grant-in-aid. Agreement is reached formally between the Chairman of the Board and the Minister for the Arts.

The Director is Accounting Officer for all expenditure from the grant-in-aid and is directly responsible to Parliament for a high standard of business and financial management and public accountability.

There are at any one time between 14 and 20 Trustees. The Board meets every two months and is supplemented by a number of committees. These committees meet in the cycle between the Board meetings. The Board publishes an annual report to Parliament.

## **Executive Team**

At the head of the staffing structure is the Executive Team, whose membership consists of the Director, two Assistant Directors (Public Services and Development & Communications), the Head of Human Resources, Head of Finance and Secretary to the Board.

The Executive Team ensures that there is a balanced group, representing the scope and work of the whole of National Museums Liverpool; able to support the Director in prioritising our aims and objectives, and in the development of strategies that will match our activities to available resources.

## **Senior Management Team**

This is a wider group of senior managers where members of the Executive Team meet with all departmental heads. These include Head of Communications and Head of Development. It is in this forum that we drive forward our interdisciplinary agendas.

**RANGE OF BENEFITS FOR APPOINTMENTS  
AT NATIONAL MUSEUMS LIVERPOOL**

<b>BENEFIT</b>	<b>DETAILS</b>
Relocation Policy	We will make a contribution to the expenses incurred in relocation, provided that the appointment necessitates the new recruit moving home. The distance of relocation must exceed 51 miles. This benefit is available to established staff only.
Performance Related Pay	Progression through the salary range is dependent upon performance and the annual negotiated pay award. *
Occupational Pension Scheme	We operate an occupational pension scheme to all eligible employees. Further details are provided upon commencing work.
Occupational Sickness Scheme	Occupational Sick Pay (OSP) is an allowance in addition to Statutory Sick Pay (SSP) to ensure staff receive 6 months full pay and six months half pay in any period of four years. *
Occupational Maternity Scheme	An employee who is eligible for Occupational Maternity Pay (OMP) will receive Statutory Maternity Pay (SMP) plus an allowance, which will equate to 18 weeks full pay. *
Occupational Paternity Leave	An employee who is eligible for Occupational Paternity Pay (OPP) will receive Statutory Paternity Pay (SPP) plus an allowance, which will equate to 5 days full pay. *
Occupational Adoptive Leave	<p>Primary carer - An employee who is eligible for Occupational Adoptive Leave (OAL) will receive Statutory Adoptive Pay (SAP) plus an allowance, which will equate to 12 weeks full pay. *</p> <p>Secondary carer - An employee who is eligible for Occupational Paternity Pay (adoptive) (OPP) will receive Statutory Paternity Pay (SPP) plus an allowance which will equate to 5 days full pay. *</p>
Flexible Working Hours	We provide a flexible system of attendance for those staff who are not required to work fixed hours, e.g. attendants, cleaners and demonstrators. This allows staff to vary their times of arrival and departure from work; vary the length and timing of their lunch break; and take time off if they work extra hours.
Annual Performance and Development Review	An effective, formal review is in place, which establishes a two-way flow of communication linking the work of every member of staff to our overall aims whilst reviewing individual development and objectives.

<p>Training and Development Policy</p>	<p>We recognise that the development and training of staff are fundamental to its efficiency and effectiveness, working within our Investor in People commitments. We will provide opportunities for staff to improve their performance and develop their potential by supporting training and career development.</p>
<p>Further Education Policy</p>	<p>We support staff applying to undertaken academic or professional qualifications and will provide support in terms of funding and time if the course is strictly relevant to the postholder's job.</p>
<p>Season Ticket Loan</p>	<p>We will make advances of salary for season tickets or the purchase of bicycles for travel between home and office. These advances will be for a specified period and will be deducted from salary each month until the loan is cleared. *</p>

***\* These benefits are subject to the relevant criteria and qualifying periods being met.***