



# Museum Development North West

## Green Museums Leadership and Development Programme 2014-15

### Evaluation Report



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**ARTS COUNCIL  
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# Introduction

Museum Development North West (MDNW) commissioned the Green Museums Leadership and Development Programme 2014-2015 for a cohort of 14 delegates from across museums in the region, as part of its Arts Council England (ACE) Museum Development funding programme for 2015-2018.

This was the third programme like this to have been delivered in the North West; the two previous programmes were run under the Renaissance in the Regions Programme in 2010-11 and 2011-12, making a total of 50 individuals from North West museums to have participated.

Some individuals have moved to other museums within and outside of the region, enabling them to share their learning wider.

The 2014-2015 year long programme (April 2014 to February 2015) comprised of three modules, each of two days looking at sustainability and leadership skills. Two additional workshops were also delivered and opened up to previous programme delegates. Mentoring support was given to delegates throughout the programme to support projects.

The programme culminated in a graduation event, which was attended by delegates and their senior managers who joined to celebrate their successes and completion of the course.

It is accredited to the Carbon Literacy project, which means delegates who attended are also certified as Carbon Literate, [www.carbonliteracy.com/the-project/](http://www.carbonliteracy.com/the-project/).

The training was tailored to meet the needs of the delegates, based on initial questionnaires. Topics covered included:

### **Sustainability**

- Sustainability - what does it mean?
- Sustainability policy, planning and implementation of strategy
- Greener technologies
- Buildings and energy use
- Benchmarking current practice
- Reducing impact
- Ethical procurement

### **Leadership skills**

- Self-awareness and organisational awareness
- Influencing skills
- Engaging others
- Stakeholder mapping
- Pitching and presenting
- Developing green teams

### **Meet the trainers**

The programme was delivered by Nicola Smalley and Helen Ridgwick from Conscious Culture, [www.consciousculture.co.uk](http://www.consciousculture.co.uk), who have vast experience in supporting businesses with sustainability as well as personal development.



**Helen Ridgwick**



**Nicola Smalley**

The programme was designed to increase confidence and skills of delegates in issues of sustainability and how our sector responds to it, giving them the tools to implement change and support others to do the same. The group were supportive of each other and the additional mentoring enabled delegates to work on their own personal development plans and sustainability strategies.

This report documents the journey of the delegates and their future plans to embed sustainability into the organisations they represent. Case studies highlight individual development and successes so far.

# Programme evaluation

This section of the report is based on:

- Attendance statistics
- Evaluation forms from individual workshops
- The evaluation of the impact of the programme six months on

## **Attendance and scope**

Attendance for the whole programme was high at 87%. Sessions were held in various sites across the North West and many delegates had to travel, including one from the Isle of Man, showing a high level of commitment to the course over the 11 months.

Delegates also worked with their colleagues within their organisations to develop strategies and engagement programmes, which has widened the impact of this programme. We can see some of this impact in the case studies included in the report.

## **Workshop evaluation**

The evaluation forms from the end of each workshop provided the following information:

- All delegates agreed that the programme met and in many instances exceeded their expectations
- Delegates enjoyed the debates, getting involved, learning from other people's experiences, being part of something big. They felt more confident, encouraged and positive about themselves and able to take their ideas forward. Some also felt it would significantly contribute to their career development

## **Whole programme evaluation**

Comments from delegates are included in each section

### **Personal development**

Delegates valued the personal development elements of the course, which helped them implement and influence change around sustainability of the organisation they represent.

“I have gained the confidence to influence others and communicate more effectively”

“I have definitely benefited from working with an encouraging and inspiring group of people”

“I have learnt how to talk to and negotiate with others to put in place aims and goals I have for the museum”

### **Sustainability agenda**

The instructors talked about global issues of climate change and sustainability. This helped to raise awareness and confidence of delegates to enable them to communicate them back in to the context of their organisation.

“Good to put global issues into context rather than pushing them to the back of my mind”

“It has not only widened my awareness of environmental issues but has also aided possible progression in my career”

“...finding out more about the global issues. At the back of my mind I know it but don't tend to think about it. It was good to set it properly in context...”

### **Sustainability measures**

All the delegates worked on individual projects throughout the programme, supported by one-to-one time with the course leaders. In general the work completed focused on the following elements:

- Reduction in energy consumption from behavioural change and new technologies
- Improving energy purchasing
- Greater focus on recycling
- Wider communication across multi-site locations raising awareness

“We have already realised some financial savings from the improvements”

“Recycling bins have been introduced into the office, reception area, upstairs meeting room and kitchen”

“Introducing lighting controls to dim down and switch off lighting, along with a careful renewal programme of lighting has shown the benefit of saving money on our energy bills”

Learning about sustainability issues has also influenced the way they approach things outside work as well.

“The course been an eye-opening experience and I think that I have changed the way I approach everything. Not only have I made improvements to my home to be more energy efficient but I have also encouraged my family and friends to do the same”

## **Future plans**

Delegates were asked for their top three priorities over the next few years around sustainability, these included:

- Baseline energy use
- Reduce energy consumption
- Implement sustainability strategy
- Reduce waste to landfill
- Compost all food waste
- Introduce recycling across services
- Deliver public engagement programme
- Recruit green team
- Encourage “green ethos”
- Sustainable procurement for shop
- Produce honey from our own bees

“I am planning on fully implementing my Family Green Days throughout 2015”

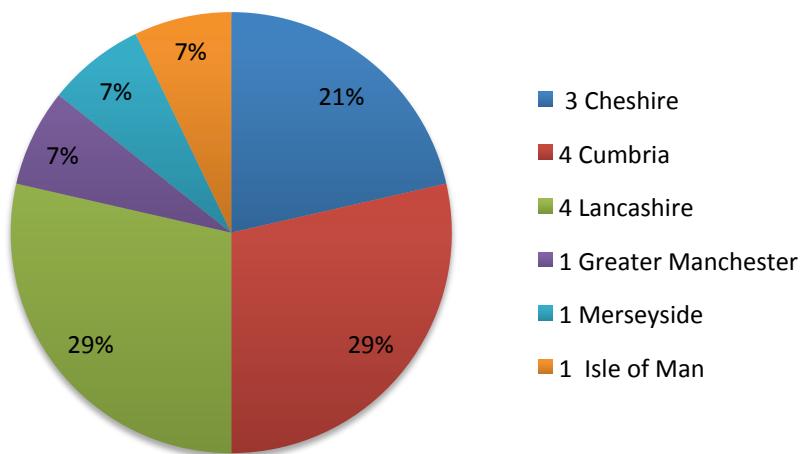
## Delegate profile

The delegates were required to apply for a place on the programme and have senior management consent, not only for workshop attendance, but to ensure delegates would have organisational support.

Delegates on the programme represented 14 different museums from across the North West, 10 of which are independent museums and four local authority managed.

## Museum locations

### Geographical locations



## Learning evaluation

Each delegate wrote a report at the end of the programme highlighting what they had learned and what plans they were taking forward. Some of those reports are documented here.

## Astley Hall, Chorley, Lancashire



**Amy Dearnaley**

"As a museum we are responsible for preserving our collections and the Grade I listed building for future generations. With this in mind I felt it was important to understand how this can be achieved in the world that we live in."

Issues of limited resources, energy and cost efficiency, air, water and land pollution, sustainability and climate change threaten the longevity of our promise."

Amy and her colleagues have had many achievements throughout the course:

- Developed a sustainability policy and strategy for the museum
- Refurbished the office by upcycling furniture and office products
- Improved recycling including organic waste
- Received quotes for thermostatic valves on the radiators, thermafleece insulation in loft and PIR sensors for lights
- Introduced a system of changing all light bulbs to energy saving bulbs
- Introduced green awareness into school and family sessions and backpacks to reduce waste from individual quiz sheets

### **Savings**

Astley Hall has already made savings through implementing actions in the sustainability strategy Amy developed on the course:

Hand driers in the public toilets produced a saving of 69,120 hand towels a year, a cost of £480. Payback will be achieved in under 3 years

Savings of £2,302 by reusing materials to refurbish the office over buying new

### **Future targets**

**Achieve a 10% reduction in energy use by April 2017**

**Achieve a 20% reduction in energy by April 2018**

## The Atkinson, Southport, Merseyside



**Mark Ratcliffe**

"We were a relatively new organisation when I commenced this programme, and I think apart from the cost savings and other potential practical improvements, it was also a good opportunity to try and embed sustainable thinking into the rest of the organisation at an early stage."

Mark and the team at The Atkinson have made some significant improvements to their sustainability credentials including:

- Adoption of a sustainability policy and formation of green team
- Improvements to waste recycling which is estimated to see 120,000 litres of mixed waste recycled each year
- Reducing energy use through active management of Building Management System (BMS) and insulating hot water pipes
- Planting wild flowers in local area to improve the ecology
- Investigating increasing the existing solar water heating capacity

### **Building management and lighting**

Active management of the BMS is expected to save around £30,000 a year and at least 144 tonnes of CO<sub>2</sub> each year.

The motion control lighting system has been modified into zones to enable localised control, which will reduce electricity consumption. A programme of replacing tungsten lighting in both theatres with specialist LED units is projected to save 34 tonnes of CO<sub>2</sub> a year for 15 years (510 tonnes over expected lifetime). Although costing an estimated £40,000 to implement, it will save over £10,000 in electricity each year (£92,500 over the life of the units).

### **Future targets**

**5% year on year reduction in gas and electricity consumption until 2020**

**All food waste composted or recycled by 2018**

**Beekeeping to produce honey for sale in bakery and shop by 2018**

## **Manx National Heritage, Isle of Man**



**Hannah Gerrard**

"This course supports MNH's vision and mission to manage itself sustainably, effectively, efficiently and accountably.

In addition to improving my knowledge of climate change and sustainability in general, the course gave me practical skills for the workplace. I gained experience of presenting and negotiating which has been invaluable for learning how I can make a difference within my organisation."

Hannah's achievements at Manx National Heritage (MNH) have been:

- Introducing recycling facilities to the Manx Museum
- Developing a Green Team and raising staff awareness
- Introducing a sustainable exhibition programme at MNH to encourage artists and community groups to apply to stage their own exhibitions

Green achievements for Manx National Heritage as an organisation:

- LED lighting to replace fluorescent tubes and halogen spotlights saving £45,000 since 2011
- Insulating boiler equipment and fitting variable speed drives for air handling units
- Closer control of heating through installation of front end BMS
- Automatic light sensors fitted in staff offices at the Manx Museum
- Composting at two outdoor heritage sites

### **Future Targets**

**Introduce recycling of plastic, glass, paper, aluminium and organic waste across MNH sites**

**Embed a "green ethos" at Manx National Heritage**

## Nantwich Museum, Cheshire



**Kate Dobson**

"I feel I have a much better understanding of the bigger picture. It is so easy just to be focused on how "green issues" affect the organisation I work for, yet the workshops have tackled all sorts of issues such as stakeholder engagement and influencing and re-emphasised how sustainability affects all aspects of our lives."

Kate's achievements include:

- Securing funding from MDNW for LED lighting in some gallery spaces
- Review of heating options to decide which is most suitable
- Submission of three successful funding applications to implement sustainable measures of lighting and heating
- Taking regular energy readings to enable development of a baseline
- Developing a green team
- Recycling bins have been introduced into the office, reception area, upstairs meeting room and kitchen
- Information sent to schools to explain green museum targets and to expect to sort or take their rubbish back to school with them
- Getting involved with Association of Independent Museums (AIM) Energy Action Group

### **Savings**

Nantwich Museum is hoping to save £3,575 per year from installing LED lighting.

### **Future targets**

**Replace more of the existing lighting with LEDs and improve heating system**

**To reduce carbon produced by 10% in year one through behavioural change and to achieve a reduction in the amount of waste going to landfill**

## The Whitaker, Lancashire



Ella Cole

"I chose to come on this programme in order to increase my awareness about environmental issues, and to learn how to take practicable and realisable action... of environmental issues through my work at The Whitaker Museum & Art Gallery.

My employer supported me in this programme because it is a core value of our museum's mission to work towards being more sustainable and to inform and educate our visitors."

Ella worked on two projects during her participation in the programme and beyond. The first was to research sustainable considerations and technologies for inclusion in the planned long-term development of the museum. In particular she looked at refurbished stores to improve the ongoing care of them in an environmentally friendly way.

The second area of focus for Ella was on the development of an informal education offer using the collection to inspire engagement with the environment using the incredible collection at the museum.

Monthly family activity days, with a seasonal dimension, were run on Sundays from May 2015 onwards with support from the Lancashire Wildlife Trust.

The sessions included activities in the park as well as in the museum using creative crafts and the natural history collections to support the days. Themes included spring baby animals, butterflies, natural habitats and encouraging butterflies into your garden through planting.

### Personal development

- Negotiation skills
- Time management
- Making connections

### Future projects

The Whitaker's sustainable actions will continue focusing on:

- **Energy usage**
- **Waste reduction**
- **Public education**

## Silk Heritage Trust, Macclesfield, Cheshire



Penny Asquith-Evans

"I have been interested in environmental issues and sustainability for a long time, and had been looking at energy saving measures at home. When I saw a couple of presentations about the results obtained by previous participants on this course, I was so impressed that I decided to apply.

[The drivers for attending the course were]... to enable the museum to demonstrate to funders that we are committed to working sustainably, and reducing our carbon footprint."

Penny's achievements include:

- Reduction in gas consumption through behaviour change and proactive use of heating controls
- Replacement of high-energy auditorium lighting with LEDs
- Review of waste management and introduction of recycling
- Switching energy suppliers through AIM Energy Action Group
- Development of a green team to look at reduction of environmental impact
- Established baseline information for gas, electricity, oil, water and waste

### Savings

- The Trust has saved £2,660 in gas compared with the same period in the previous year
- Projected savings of £5,000 per year by switching energy tariffs
- LEDs and heating controls are projected to save £4,700 per year
- Waste collection charges reduced by £200

### Future projects

- **Business case for replacement of display lighting at Silk Museum**
- **Review of retail and cleaning products**
- **Engaging with schools and room hire visitors in green ambitions**
- **Looking at sustainable and ethical procurement across all museum activities**

# Conclusion

## Key to future success

Delegates were asked about barriers to future success and what they would need to continue to progress the sustainability agenda in their organisation. They said:

- Staff movement causes difficulties in maintaining momentum
- Progress is fragmented due to demands on time
- Greater support is needed from senior management
- Continued networking and regular updates on technologies
- Really embedding sustainability into business plans and making it everybody's responsibility
- Energy bills managed centrally make it difficult to monitor consumption
- Continuation of the Green Museums Northern Network is essential in keeping momentum going

## Future support

MDNW would like to further the support of delegates and organisations from across all the Green Museum Programmes and the wider sector. To do this MDNW are committed to:

2015-16

- Working with ARUP and museum partners to develop and test U-values tool to help museums to identify inefficient areas in their buildings

2016-17

- Launch U-values tool alongside energy audit and resource efficiency templates to support baselining carbon and energy use
- Deliver short courses on sustainability including Carbon Literacy training
- Support the sustainability of the Green Museums Northern Network

2017-18

- Publish epublication with information on regulations, technology applications and sustainable building refurbishment with case studies
- Deliver a seminar aimed at senior management
- Support the sustainability of the Green Museums Northern Network

# Further information

This report was written by MDNW in February 2016. Contact us via email:

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Follow our blog for information, updates and training opportunities from the sector - <https://museumdevelopmentnorthwest.wordpress.com>

Images: All © Simon Critchley 2014-15 except page 3, provided by Conscious Culture

## Meet the 2014-15 delegates



**Front row, left to right:** Rosie Crook, MDNW; Hannah Gerrard, Manx National Heritage; Ella Cole, The Whitaker; Margaret Watson, Kendal Museum; Linda Ward, Congleton Museum; Terri Hearty, Ribble Steam Museum

**Back row, left to right:** Nick Merriman, Director, Manchester Museum; Amy Dearnaley, Astley Hall; Sarah Stephenson, Lakeland Arts; Sue Mackay, Keswick Museum; Mark Ratcliffe, The Atkinson; Nicola Smalley, Conscious Culture; Lynsey Jones, MDNW; Penny Asquith-Evans, Silk Heritage Trust; Helen Ridgwick, Conscious Culture; Katie Brown, Greater Manchester Police Museum; Sandra Rose Timson, Quaker Tapestry Museum; Kate Dobson, Nantwich Museum