

Equality Impact Assessment (EIA)

Silk Mill Project - Museums

Derby Museums and Art Gallery

The Silk Mill Project Equality Impact, Needs and Requirements Assessment Form 25 August 2008

About the policy, practice, service or function you are assessing

Name of policy, practice, service or function: Silk Mill Project - MUSEUMS

Assessment team leader name: ANNEKE BAMBERY

Department responsible: REGENERATION AND COMMUNITY

Service Area: MUSEUMS

| Question | Response/Findings |
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| What are the main aims and objectives or purpose of the policy, practice or service you are assessing? | The Silk Mill project forms part of an ambitious programme to transform the whole museum service in line with 21st century audiences' needs and expectations, and to bring audiences into contact with the museums' rich collections in new and innovative ways. The new Silk Mill will provide a high quality visitor attraction at the Southern gateway to the Derwent Valley Mills World Heritage Site and will offer an important and engaging visitor experience for new and existing audiences, both from Derby, from the World Heritage Site, and from further afield. |

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| <p>Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department or body – and include any outside organisations who deliver under procurement arrangements</p> | <p>Derby Museums and Art Gallery Silk Mill Project Board (Includes staff from other sections of the Council, and a representative from the Derwent Valley Mills World Heritage Site [DVMWHS]). Silk Mill Project Board reports to Derby Museums and Art Gallery Capital Programme Executive Board, of which the Senior Responsible Owner is the Corporate Director, Regeneration and Community. A Capital Programme Advisory Board, consisting of external stakeholders, provides feedback and advice to the Project Board. Much of the development and implementation work of the project will be put out to tender.</p> |
| <p>Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups or communities?</p> | <p>Existing museum visitors to Silk Mill and DVMWHS New audiences for the Silk Mill and DVMWHS Tourists and day visitors to Derby Museum staff Derby residents Derby employers</p> |

What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?

The new Silk Mill will offer:

- A major new cultural attraction for the region, which will be further strengthened when the planned improvements at the other two museums are delivered at a later date;
- An important visitor destination at the Southern gateway to the Derwent Valley Mills World Heritage Site;
- A significant increase in the publicly accessible space dedicated to displays, exhibitions, education and research;
- Displays that engage a diverse range of audiences of all ages, backgrounds and interests;
- Displays showcasing contemporary creativity alongside the museum's rich collections;
- Improved visitor and education facilities, and exhibition space capable of taking high value shows;
- Innovative means of telling stories and engaging visitors;
- Significant improvements to the care, storage and accessibility of museum collections;
- Significant improvements to the long term care and conservation of the Silk Mill building;
- For the first time, full use of the Silk Mill building for museum purposes

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| <p>What existing or previous inspections of the policy, practice, service or function are there? For example, best value inspections, policy reviews, research into the effects of a policy or practice.</p> <p>What did they tell you?</p> | <p>Between April 2007 and March 2008 the Museums Service commissioned a number of reports which have shaped the Silk Mill project, and have informed the funding bids which have been written to support it. These reports are:</p> <ul style="list-style-type: none"> • Audience Development Plan (including formal consultation with staff) • Conservation Management Plan • Funding Strategy • Architectural Development Plan • Exhibition Design Plan • Business Plan • Options Appraisal • Feasibility Study <p>The reports indicated a need for a major new cultural attraction at the southern end of the DVMWHS; a need for significant investment in the museum service in Derby, so that it meets the needs of existing and potential visitors; a need for investment in the grade 2 listed Silk Mill building, in order to provide it with a sustainable future; and a need for improved ways of bringing audiences into contact with Derby's rich museum collections</p> |
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Identifying potential equality issues and factors

| Question | Response/Findings |
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What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring.

The Audience Development Plan found that currently, the Silk Mill attracts:

- 13% of the potential market from Derby.
- 3% of the potential market from the rest of Derbyshire.
- 0.25% of the potential market from the rest of the East Midlands.
- 1.9% of the potential tourist market visiting Derby from beyond the East Midlands.

The current audience is neither reflective of museums audiences generally nor of the population so there is a need and commitment to broaden the audience, which will bring in new visitors.

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| <p>Is there any evidence for higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, and who doesn't and why not?</p> | <p>There is little recent primary data, but a 1997 Silk Mill survey showed that:</p> <p>70% of visitors were male and 30% female, compared to 43% male for museum visitors to the East Midlands as a whole.</p> <p>The majority of visitors were aged 40-65, at 44%. Overall, 40% were under 40 and 60% over 40 years of age, compared to the East Midlands where 63% were aged under 45 and 37% 45 or over..</p> <p>The gender and age bias is likely to reflect perceptions of the museum and its collections in their current guise, although more recent small scale sampling suggests that the visitor breakdown is closer to 60% male, 40% female, with greater concentrations of inter-generational groups at weekends.</p> <p>No sampling has been done for ethnicity or disability, but current audiences are likely to be under-represented in these areas.</p> <p>School visits are also too low, because currently there is little in the way of attractive taught sessions at the Silk Mill.</p> <p>Audience research will be carried out as part of the development phase of the Silk Mill project.</p> |
| <p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p> | <p>Higher proportion of older people. New European communities.</p> <p>Community consultation is an ongoing part of this project, and is being carried out through the BME Forum and the Youth Forum. This work will inform the themes and content of the new displays.</p> |

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| <p>Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups or customers or communities?</p> | <p>The main problem appears to be that the current offer, in terms of displays, exhibitions and school sessions, has little that attracts those under-represented groups: women, BME groups, and schools. However, consultation that we have done with young people and BME groups has revealed a tremendous enthusiasm to work with us in developing the new Silk Mill. Schools too indicate that they are keen to use the Silk Mill, given the right “product”.</p> |
| <p>What information or data exists? For example, statistics, customer feedback. Complaints, research, monitoring – who keeps it and can you get hold of it?</p> | <ul style="list-style-type: none"> • The Silk Mill Audience Development Plan 2008 • 1997 visitor survey for the Silk Mill • A number of smaller audience surveys at the Silk Mill since 1997 • Notes from consultation with audience groups 2007-8 • External studies eg the DVMWHS Economic Development Plan; Renaissance East Midlands Museums Audience development Plan <p>All the above held by the Museums Service</p> |

Do any equality or diversity objectives already exist? If so what are they and what is current performance like against them?

Strategy for the New Silk Mill

1. Market penetration

Maintaining the engagement and frequency of attendance of current frequent visitors.

Increasing the frequency of those currently attending infrequently.

2. Market development

The strategy aims to attract those people who are not currently visiting the Silk Mill. It encompasses two main groups:

Easier to reach

People who might be more readily engaged because their barriers are not entrenched and they are more likely to be 'open to persuasion'. These include local residents, tourists, specialist interest visitors, families and schools,

Harder to reach

People who are under-represented in the Silk Mill audience or in the museums audience generally because they have stronger barriers to visiting and with whom the museum will have to work harder and more proactively to engage. These include women, younger people, C2DE people, people of BME origin, disabled people and people with lower education, literacy or qualifications,

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| <p>Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?</p> | <p>An audience forum held in summer 2007 found the following:</p> <ul style="list-style-type: none"> • The Silk Mill, in its current guise is felt to: • Be about industry and engines • Have niche appeal to 'enthusiasts' of this industrial history • Offer limited interpretation which lacks interactivity • Lacking quality wrap-around facilities which enhance a visit such as café and shop • Be unchanging |
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Collecting the information and data about how the policy, practice, service or function impacts on communities

| Data or information | When and how was it collected? | Where is it from? | What does it tell you? You need to consider all six equality strands where you can. | Gaps in information |
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| <p>Audience profile</p> | <p>1997 Silk Mill Visitor Survey 2008 Silk Mill Audience Development Plan 1997- 2007 small scale audience surveys at the Silk Mill</p> | <p>Derby Museums and Art Gallery</p> | <p>There is little recent primary data, but a 1997 Silk Mill survey showed that:</p> <p>70% of visitors were male and 30% female, compared to 43% male for museum visitors to the East Midlands as a whole.</p> <p>The majority of visitors were aged 40-65, at 44%. Overall, 40% were under 40 and 60% over 40 years of age, compared to the East Midlands where 63% were aged under 45 and 37% 45 or over..</p> <p>The gender and age bias is likely to reflect perceptions of the museum and its collections in their current guise, although more recent small scale sampling suggests that the visitor breakdown is closer to 60% male, 40% female, with greater concentrations of inter-generational groups at weekends.</p> <p>No sampling has been done for ethnicity or disability, but current audiences</p> | <p>The Silk Mill project development phase will include audience survey work, in order to provide an up-to date profile of visitors and non-visitors</p> |
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| | | | <p>are likely to be under-represented in these areas.</p> <p>School visits are also too low, because currently there is little in the way of attractive taught sessions at the Silk Mill.</p> | |
| <p>Consultation and Community involvement</p> | <p>2007: Workshops with people from two DCC forums: BME and Young People</p> | <p>Derby Museums and Art Gallery</p> | <p>The main problem appears to be that the current offer, in terms of displays, exhibitions and school sessions, has little that attracts those under-represented groups: women, BME groups, and schools. However, consultation that we have done with young people and BME groups has revealed a tremendous enthusiasm to work with us in developing the new Silk Mill. Schools too indicate that they are keen to use the Silk Mill, given the right "product".</p> | <p>The Museums service is engaged in an ongoing dialogue with these groups in order to inform the themes and content of the new Museum</p> |

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| Market penetration | 2008 Silk Mill Audience Development Plan | Derby Museums and Art Gallery | <p>The Audience Development Plan found that currently, the Silk Mill attracts:</p> <ul style="list-style-type: none"> • 13% of the potential market from Derby. • 3% of the potential market from the rest of Derbyshire. • 0.25% of the potential market from the rest of the East Midlands. • 1.9% of the potential tourist market visiting Derby from beyond the East Midlands. <p>The current audience is neither reflective of museums audiences generally nor of the population so there is a need and commitment to broaden the audience, which will bring in new visitors.</p> | This information can be refined by adding data about market penetration for BME communities and disabled people. This will follow from the audience work done as part of the development phase for the Silk Mill project. |
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| Access audit | 2008 Silk Mill Access Audit | Derby Museums and Art Gallery | The current museum has many shortcomings in terms of both physical and intellectual access. This audit sets out 8 objectives to ensure physical and intellectual accessibility in the new museum. See Appendix 2. | None |
| Workforce profile | 2008 Workforce Diversity Action Plan | Derby Museums and Art Gallery | This drew on an audit of workforce diversity carried out by R&C Human Resources section and R&C Transactional Services Centre. Unfortunately the statistics were inconsistent due to the inconsistency of the data held by these two sections. However, it is certain that the Museums Service's staff does not reflect the population of Derby or even of the UK in terms of ethnicity or disability. | Reliable statistics on the workforce |

Analysing the information and data and setting equality objectives and targets

| Service or function | Policy or practice | Findings | Which groups are affected and how | Whose needs are not being met and how? |
|----------------------------|---------------------------|------------------------------|--|---|
| The Silk Mill Museum | Intellectual access | Restricted appeal at present | Most users and non-users | Most users and non-users |

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| The Silk Mill Museum | Physical access | Although the public areas of the building are technically accessible at present they fall short of modern expectations | People with mobility problems and impaired sight | People with mobility problems and impaired sight |
| The Silk Mill Museum | Workforce profile | Profile doesn't reflect ethnicity or disability profile of the city | Minority communities in particular | Minority communities, especially people from BME communities, and disabled people |

Objectives – process, impact or outcome based

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| Objective/target: | Implement Silk Mill Project |
| Specific | Full project outlined in a collection of detailed reports and plans |
| Measurable | Measures of success identified, including target numbers for new audience levels, and targets for new audience penetration |
| Achievable | Project fully costed. Funding currently being sought from a number of funders – some funding already secured |
| Relevant | Project plan based on audience research and consultation (including staff) |
| Timed | Detailed project timetable available |

Monitoring and reviewing – incorporating into performance management

| Objective | Planned action | Target performance | Responsible lead officer | Reporting cycle |
|---------------------------|------------------------------------|--------------------|-------------------------------|--|
| Deliver Silk Mill Project | Prepare and submit stage 2 HLF bid | September 2009 | Anneke Bambery, Roger Shelley | Monthly to Silk Mill Project Board, Quarterly to Museums Capital Programme Executive Board |

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| Deliver Silk Mill Project | Secure additional funding | March 2010 | Anneke Bambery, Katie Evans | Monthly to Silk Mill Project Board, Quarterly to Museums Capital Programme Executive Board |
| Deliver Silk Mill Project | Deliver scheme | December 2010 – March 2013 | Anneke Bambery, Roger Shelley | Monthly to Silk Mill Project Board, Quarterly to Museums Capital Programme Executive Board |

Appendix 1 – Extract from the Silk Mill Audience Development Plan: Audience Development Strategy

1. Strategy: market penetration

Current Silk Mill visitors

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
|---------------------------------------|---|---------------------------------------|--|--|
| Current frequent Silk Mill visitors | No longer 'their place' | Involvement Belonging Ownership | Changing exhibitions Activities and events Dedicated space? Staff welcome | Regular update communications to targeted mailing lists Identified/communicated with as core / loyal visitors |
| Current infrequent Silk Mill visitors | Museum perceived to be unchanging – one visit is enough | Reasons to attend more often | Changing exhibitions Activities and events Staff welcome | Regular communication with reasons to attend |

Museum and Heritage attenders

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
|--|--|--|---|--|
| Museum attenders, not visited Silk Mill | <p>Lack of awareness</p> <p>Negative industrial heritage perceptions</p> <p>Perception that just about Derby and so not relevant to them</p> | <p>Information</p> <p>Reasons to attend – what will appeal to them in offer</p> <p>World significance of content</p> | <p>Resonant, relevant content, displays</p> <p>Multiple layers of interpretation from browsing to research</p> <p>Excellent catering / retail facilities</p> <p>Welcoming, informed staff</p> | <p>Collaborative promotion with other museums</p> <p>Wider regional promotion – libraries, leisure attractions</p> <p>Tourist trade promotion: Tourist Information Centres, tourism brochures, staff familiarisation</p> <p>Leaflets through schools</p> |
| World / industrial heritage attenders, not visited Silk Mill | <p>Not distinctive within Derwent Valley Mills WHS offer</p> <p>Too much to fit into one visit to Derwent Valley Mills WHS / “wrong” end of the valley</p> | <p>Clarity of how fits / what distinctive on offer at Silk Mill</p> | <p>Clear links to Derwent Valley Mills WHS story</p> <p>Differentiated offer from Derwent Valley Mills WHS</p> <p>Activities and events</p> <p>Excellent catering / retail facilities</p> | <p>Collaborative promotion with Derwent Valley Mills WHS</p> <p>Promotion through with specialist societies, regionally and nationally</p> |

2. Strategy: Market development

This strategy aims to attract those people who are not currently visiting the Silk Mill. It encompasses two main groups:

Easier to reach

People who might be more readily engaged because their barriers are not entrenched and they are more likely to be ‘open to persuasion’. These include local residents, tourists, specialist interest visitors, families and schools,

Harder to reach

People who are under-represented in the Silk Mill audience or in the museums audience generally because they have stronger

barriers to visiting and with whom the museum will have to work harder and more proactively to engage. These include women, younger people, C2DE people, people of BME origin, disabled people and people with lower education, literacy or qualifications,

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
|-----------------|---|---|--|--|
| Local residents | <p>Unchanging</p> <p>About industrial history and lack of relevance to own life</p> | <p>Personal relevance– how they might connect / identify with content / stories</p> | <p>Local flavour to welcome</p> <p>Opportunities to trace family connections and insight into own locality</p> <p>Opportunities to engage with people who know about local history</p> | <p>Advocacy campaigns through people in service jobs: taxi-drivers, hairdressers, catering, community workers</p> <p>Local 'personality' endorsement</p> <p>Open previews – invitations through community groups and local paper</p> |

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| <p>Tourists and World Heritage site / Cathedral Green visitors</p> | <p>Lack of awareness</p> <p>Lack of reasons to attend – en-route somewhere else</p> <p>Lack of immediate interest in museums</p> | <p>Expectation of high quality, interesting insight into Derby</p> | <p>High quality facilities and visitor services</p> <p>Ease of orientation, particularly maps and floorplans, floor indexes</p> <p>Transparency – ability to see what is happening</p> <p>Lively activities outside / entrances to draw passers-by in</p> <p>Plenty of quality social / relaxing areas and refuelling opportunities</p> | <p>Regional media</p> <p>Guardian Guide, Independent and Times, broadsheets</p> <p>What's on guides</p> <p>Easily navigable, comprehensive website for pre-visit planning</p> <p>Integration in local, regional tourism strategies</p> <p>Collaborative marketing with local and regional tourism boards</p> <p>Previews / briefings for hotel and tourism staff, Bluebadge guides</p> <p>Clear directional signage from city centre</p> <p>Leaflets in Tourist Information Centres, hotel rooms, café bars</p> |
| <p>Specialist interest / hobbyists</p> | <p>Their specific interest is less well represented than formerly</p> | <p>Sufficient to satisfy their particular interest</p> | <p>Opportunities to further specialist interests</p> | <p>Website with home page that identifies all possible specialist interest areas</p> <p>Collaboration / partnership with specialist interest groups local, regional, national, international</p> |

Families

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
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| Families | <p>Adults assume children won't be interested / will be bored / won't behave</p> <p>Adults fearful they won't be able to facilitate child's visit</p> <p>Not suitable for multiple ages of children</p> | <p>Expect extensive interactive experience</p> <p>Low-tech which captures children's imagination – alternative to computer overload at home</p> <p>Expectation of fun first, learning second</p> | <p>As above</p> <p>Interactive Activity Centre in museum</p> <p>Community display space on ground floor</p> <p>Children's sections throughout museum</p> <p>Opportunities for parents to sit or enjoy displays while children involved</p> <p>Staff as animateurs – save parents having to interpret</p> <p>Affordable options in café and shop, familiar / simple food options</p> <p>Interpretation and activities to suit multiple ages</p> <p>High quality interactives and low tech activities</p> <p>Children's activity areas and space to let off steam</p> <p>For adult learning groups, space in room next door for a creche</p> | <p>Promotion of family welcome and family focused activities</p> <p>Promotion through schools to encourage children to revisit with families. Leaflets home after every school visit</p> <p>Develop family advocates who can access parent/carer networks</p> |
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Schools

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
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| Schools | Lack of understanding of full range of curriculum links | Identified curriculum links and worked-up activities Ease of booking and visit experience Value for money | Identified curriculum links and packaged activities, pre, during and post-visit Pre-planning, visit and post-visit support Museum staff input to education sessions Product matched closely to needs of teachers | Teacher preview visits and briefings Consultation with teachers |
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Social inclusion

| Segment | Obstacles to attendance | Needs and wants | Product and service delivery | Marketing and communications |
|---------------|--|---|--|--|
| Most of below | Lack of awareness Perceived lack of interest and relevance Intimidation about how museums 'work' Transport difficulties | Endorsement and guarantees about experience Facilitation and invitation to make visit – giving reasons to attend Personal encouragement and warm welcome Guarantees – knowing what to expect | Friendly, welcoming, representative staff Accessible pricing of facilities and services Warm customer care Clear, directional orientation and guidance Community focused events Diverse cultural focus and displays Projects that start in the community and end in the museum Staffing that reflects local communities | Clear information – how to get there, what to expect, facilities and services Community ambassadors Relationships with community groups – including previews and guided tours Targeted promotion in multiple languages where required |

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| Women | Industrial heritage perceived as more male interest | | Emphasis on local and family history; and on creativity both in terms of culture and of products | |
| Younger people | Perceptions that not for them – history too remote from their experience, irrelevant, boring Museums not seen as cool places to go Not sure they would be welcome | A welcoming place to colonise and hang out Interesting and relevant displays that connect to contemporary cultural interests | Links to contemporary / popular culture to give validation of their history, context, interests Landscaping that allows for gathering Transparency so can see what is happening inside Younger staff Cafes where they can afford to hang out Staff welcome | Advocacy through young people's organisations; youth workers Young ambassadors Engagement at GCSE, A level and FE in practical projects where outputs are shown in museum spaces |
| C2DE | Holistic social experience | | Affordable options in café and shop Staff welcome | |
| BME | As above Relevance / personal connections | Feel represented / included | More representative staff Staff welcome | |
| Disabled people | Lack of physical and sensory access | Assurance that needs will be met | Physical and sensory access to building, content, interpretation Helpful staff | Information about exactly how needs will be met |
| Limited qualifications / low literacy | | | Multiple levels at which to access information Multi-media interpretation Staff welcome | |

Appendix 2 - Extract from the Silk Mill Access Audit

1. Summary of proposals

1. Summary of proposals

1. The following is a summary version of the proposals for the Silk Mill. More detail can be found in the Architectural Development Plan, Exhibition Design Plan, Options Appraisal and Feasibility Study.
 2. The ambitious proposals for the Silk Mill are designed to refresh and improve the museum as a visitor destination, in line with the vision quoted above. They include the following:
 - Creation of a new entrance to the museum, along the western façade (existing entrance to be retained for café).
 - Remodelling of courtyard for aesthetic enhancement.
 - Creation of a new café, shop and large interpretation area on the ground floor.
 - Rest of ground floor to be given over to large object display, and construction of new loading bay.
 - First floor given over to new permanent exhibition space, event space, and a temporary / special exhibition space.
 - Second floor mainly devoted to flexible learning spaces, with formal area for schools groups, study area and storage. Part of second floor used as Transport and Communications display, including model railway.
 - Rearrangement of third floor to provide improved staff accommodation.
 - Attic and fourth floor used as storage.
- 3.1.3 These proposals have reached RIBA Stage C design stage (see Figures).

2. Access Issues & Objectives

1. Introduction

1. The following issues and objectives have been developed to both inform the strategic development of the project and the more detailed design and development phases. Each sub-section below identifies potential issues facing the project and objectives / actions for addressing these issues. These will need to be implemented during the development and operation of the Silk Mill refurbishment project.
2. The Derby Museums and Art Gallery definition of access is as follows (see Appendix A):

“It is recognised that there are many barriers to access at all levels of the museums service. However, we believe that all people have a fundamental right to engage with, use and enjoy Derby’s museums and collections. We define access as something that is made possible when physical/environmental, sensory, intellectual, cultural attitudinal, financial, and technological barriers are removed or reduced.”

3. The access issues revolve around the barriers to access, and the objectives are designed to address those issues. The objectives are generic ones, but the actions needed to achieve them are specific to the Silk Mill. They are as follows:
 1. Ensure all visitors can gain easy access to information they will need to support their visit.
 2. Ensure opening hours meet audience need and that admission charges do not discourage visitors; whilst also maintaining operational viability.
 3. Ensure that the new facilities are serviced by a safe and convenient vehicular access route that enables disabled visitors to gain easy access to the site.
 4. Ensure that sufficient car and coach parking provision for all users is supplied as part of the project.
 5. Facilitate and enable pedestrian and cycle access to the site.
 6. Develop accessible transport links between the Silk Mill and the Derby public transport system, to encourage visitors to access the site without the need to use private vehicles. Work with highways to provide safe pedestrian access to the Silk Mill from car parks.
 7. Maintain and improve access within the Silk Mill, and

ensure that any future conversion is fully accessible to all users and staff.

8. Visitors should be able to gain the information they require in the medium that meets their needs.
9. The stories of Derby that the Silk Mill will showcase should be communicated using a range of media and approaches in a way that is accessible and relevant to all visitors.

2. Pre-visit Planning

1. The Silk Mill will require highly accessible and widely distributed material to encourage and inform potential visitors. This material will have to address the needs of general visitors and the specialist needs for visitors with particular requirements, such as physical disability, language issues or sensory impairment. These needs will have to be taken into account in terms of how the materials are presented, their content and their availability.
2. Key methods of communication with potential visitors will include a website and more traditional hard copy material such as leaflets, guidebooks and adverts. In addition, digital versions of hard copy material can now be circulated to potential visitors enabling them to access the material using their preferred methods.
3. This material will need to be developed over the coming years and be in place prior to opening. The costs associated with this have been factored into the Business Plan.

Objective 1: Ensure all visitors can gain easy access to information they will need to support their visit.

Actions

- Develop website for project that reflects guidance contained in the BSI publication *PAS 78: Guide to Good Practice in Commissioning Accessible Websites* (www.drc.org.uk/pas).
- Website and marketing material to be written in 'Plain English' and using vocabulary that will be understandable to people with a wide range of language skills.
- Website to contain relevant disability access information especially relating to restrictions or on-site provision of mobility aids.
- Website and marketing material to contain relevant visitor information, such as opening times, admission costs, transport options, parking arrangements, pedestrian and cycle routes.
- Provision to be made for a personal enquiry service (i.e. phone, letter and email) at the site using technology such as *Typetalk* to enable communication with people with hearing impairment

- Website and other marketing material to be made available in other languages, especially languages identified as in use amongst Derby's Black and Minority Ethnic population
- Marketing material to be widely distributed in locations where target audiences are likely to encounter it.

3. Opening Hours and Admission Charges

1. Admission charges are a key issue in relation to enabling access to the site. The current Council policy of free admission removes any barrier to visiting created by cost. If this is maintained, then there is no further discussion of this issue required. If a future policy change introduces entry charges, the impact on accessibility will have to be assessed, and a balance will need to be struck between encouraging visits from a broad range of socio-economic groups (such as low charges to encourage visits from people living in economical deprived areas) and maintaining the viability of the facility.
2. Charging regimes for out-of-hours activities, school visits, and special exhibitions will need to be carefully considered, and tailored to the target audience(s). These levels will need to be tested in the Business Plan and in consultation with key audience groups as the project develops between Stage 1 and Stage 2 of the HLF process. Charging structures across the service must also be considered.
3. Opening hours will be structured to meet audience / market needs. It would be beneficial to retain all year round opening as this presents people with the most options for visiting. The current regime of daily opening is also beneficial for accessibility. However, thought must be given to audience requirements, and it may be more appropriate to vary opening hours on different days: for example, a greater range of audiences might be served by extending opening hours on two evenings per week, and closing on Mondays; or having routinely longer opening hours in the summer months, shorter in the winter. The precise pattern of opening hours will need to respond to audience requirements, but a policy of flexibility will be adopted to enable future variation. This will require close liaison with all front-of-house staff, and flexible working must be a feature of all staff contracts. A period of closure will enable a new staff rota and new hours of work to be introduced more easily than under normal circumstances.

Objective 2: Ensure opening hours meet audience need and that admission charges do not discourage visitors; whilst also maintaining operational viability.

Actions

- The current regime of free admission will be retained where possible, but any future plans for admission charges must be tested for their impact on accessibility.
- Any charges planned for special events or out-of-hours activities (including private hire) will be tested through the Feasibility and Business Planning process.
- Opening hours will be adapted to address audience needs (identified through consultation), seasonal patterns of visitation and operational viability, such as longer opening in summer with shorter and more restricted hours in winter periods
- Flexibility of opening hours will be built into staff contracts, to ensure that any changes have staff buy-in, and that sufficient staff cover is available to maintain the opening hours agreed

4. Access to the Site and Visitor Facilities

Vehicular Access

1. As discussed in Section 2, direct vehicular access to the site is currently limited. Furthermore, one of the main pedestrian access routes at present either shares or crosses the vehicular access route. The land associated with the Silk Mill is also limited in extent, and there is no possibility of creating a large dedicated car park for Silk Mill users.
2. General car parking will have to continue to make use of existing city-centre car parks. However, there is a need to provide some close parking for disabled visitors, and a drop-off point near the entrance for cars and coaches. Health and safety considerations will require these areas to be properly marked in accordance with BS 8300:2001 (including subsequent amendments and clarifications) and Part M of the Building Regulations [Note BS8300 is currently under review], and separated from pedestrian access.
3. Limited staff parking will also need to be provided close to the Silk Mill, and provision made for any staff with mobility impairments to be able to park close to the entrance.

Objective 3: Ensure that the approach to the Silk Mill provides a safe and convenient vehicular access route for visitors needing direct access to the Mill.

Actions

- Develop detailed designs for vehicular access and dedicated car parking spaces in consultation with the Planning Authority, to ensure that there is good separation between cars and pedestrians, and that any dedicated car parking spaces are clearly labelled and signed in accordance with BS8300 and Part M.
- Ensure that the final design has sufficient capacity to accommodate any predicted increase in the need for direct access to the Silk Mill.

Car and Coach Parking

4. General car and coach parking will have to continue to make use of existing city-centre car parks. It will be important to include clear information relating to parking provision in any web-based or printed visitor information.
5. In addition to the above it will also be important to address signage issues to the site. The new facilities will need to be adequately signposted from primary routes in the area, and signs to and from the nearest car and coach parks will be required.
6. Consideration will need to be given to safe and easy access to and from car parks.
7. Coach parking is likely to increase if visitor numbers increase, especially when the education service expands its visitor base. The need for safe drop-off/pick-up point(s) for coaches is paramount if coach-borne visits are to be encouraged. This is especially true of school parties, as teachers are increasingly required to produce risk assessments for all out-of-school activities, and must ensure the safety of their charges.

Objective 4: Ensure that sufficient car and coach parking provision for all users is identified as part of the project.

Actions

- Review existing city centre car parking provision, and agree with City Council which car parks should be included in visitor information, with reference to the Business Plan and visitor number predictions.
- Design appropriate signage style, and ensure adequate signage is installed between any approved car parks and the Silk Mill.
- Ensure appropriate safe set-down/pick-up point for coaches is included in any transport plan for the Silk Mill, and the turning area for coaches is clearly signed and included in information for coach drivers, as well as directions to the nearest parking place.

Pedestrian and Cycle Access

8. Given the lack of dedicated parking, most visitors will effectively arrive at the Silk Mill as pedestrians. It is essential that this can be accomplished safely and easily, and that signage is clear and well placed, including signage throughout the city centre. The provision of dropped kerbs along main pedestrian access routes, and controlled crossings as appropriate, must be explored with the planning authority responsible for highways within the city.
9. Cycling should be encouraged as a means of access, and the museum should be signed along any existing city-centre cycle routes. Secure

and accessible cycle parking should be provided close to the museum entrance.

10. For those walking or cycling to the site, adequate cloakroom provision will be made for the secure storage of bags, cycle helmets, and wet/cold weather outer clothing.

Objective 5: Facilitate and enable pedestrian and cycle access to the site.

Actions

- Identify and audit main pedestrian approaches, and ensure a plan is in place to install crossing points, dropped kerbs, and other treatments which will make physical access easier along these routes, and ensure separation of cycle and pedestrian traffic.
- Provide cycle racks and pannier stores at the Silk Mill.
- Provide specific information in all media of visitor information describing pedestrian and cycle routes to the Silk Mill.
- Ensure all approach routes are adequately signed.
- Ensure that any re-design of the Silk Mill includes adequate cloak room or locker provision for storage of pedestrian and cyclist baggage and clothing.
- Consider developing a reward system to encourage cycle users, such as a voucher towards a drink.

Public Transport

11. Located in the city centre, the Silk Mill is at the heart of Derby's public transport system. Close to the bus station (although this is currently temporarily located) and within 1km of the railway station, the Silk Mill is well placed to take advantage of the public transport system to bring visitors to its doors. Key to this will be effective marketing, and the creating of links between the museum and the main transport nodes – either direct links, such as a bus stop outside the museum, or indirect, such as making sure the museum is on maps at the bus station and railway station, and on route signage.
12. Main pedestrian routes from public transport nodes need to be made safe and accessible (see above, Objective 5).

Objective 6: Develop accessible transport links between the Silk Mill and the Derby public transport system, to enable visitors to access the site without the need to use private vehicles.

Actions

- Ensure that full information on public transport to the Silk Mill is included in all published visitor information, and that updated links to public transport providers are included.
- Explore with local public transport providers the possibility of

including the Silk Mill on appropriate bus routes and providing a stop by the museum; this will include the possibility of inclusion on city centre shuttle services, and the provision of a bus route linking key cultural sites in the city. Identify potential funding sources for such services and develop support for the proposal with key stakeholders and funders.

- Ensure adequate signage is installed between the Silk Mill and public transport nodes, and that routes are made easy and accessible (see above, Objective 5).
- Develop cross-marketing with public transport providers as part of marketing plan, to ensure that the Silk Mill is included in the transport providers' publicity material.
- Make sure that the Silk Mill is a clear destination on any large maps provided for public orientation in the city centre, especially at transport nodes.

5. Access in and around the Silk Mill

Existing facilities

1. The access audit (see Appendix B) has looked at the current access provision, and presented a list of actions for redressing shortcomings in that provision. These short-medium term actions may need to be undertaken, depending on the timetable for change at the Silk Mill. This Access Plan is designed to consider the access aspirations for the new development, but the recommendations of the Access Audit should not be ignored, if immediate improvements can be made, and especially if any legal compliance issues have been identified.

New Visitor Facilities

2. The development of the new visitor facilities at the Silk Mill will be undertaken in accordance with current (and future) building regulations (Part M), BS8300:2001 and DDA requirements. The implementation of these within the designs will ensure that the facilities are fully accessible to people (whether staff or visitors) with a range of disabilities. In addition, there is a range of existing guidance documents that can support the design and development of the buildings (see Bibliography).
3. The Silk Mill is a listed building, (Grade II), and there may be conflicts between the preservation of its historic significance and the required measures to facilitate access, such as DDA compliant lifts, ramps and toilets. Sensitive solutions will be required to ensure that the historic character of the buildings is respected and that wherever possible key elements of the building's fabric are retained.
4. The development of detailed designs for the buildings will be aided by consultation with disabled user groups to identify particular issues and potential solutions. This process will be extended to include access to the Silk Mill building and approaches to interpretation within the buildings and in the immediate surroundings.

Objective 7: Maintain and improve access within the Silk Mill, and ensure that any future conversion is fully accessible to all users and staff.

Actions

- Undertake consultation with disabled user groups during the development of detailed designs (see http://www.mla.gov.uk/resources/assets//D/dis_guide11_pdf_6729.pdf)
- Implement current BS standards and Building Regulations at the detailed design and construction stages to ensure that the facilities are accessible for all
- Ensure that building is developed in the context of current best practice and guidance (see Bibliography)
- Implement any urgent recommendations arising from the Access Audit, and ensure that current access is maintained to an appropriate standard while the development programme is being finalised.

6. Provision of information

1. It is important that information for visitors is supplied in a manner that is accessible to people with a range of physical disabilities, sensory disabilities, learning difficulties or issues associated with memory loss. There may also be issues with the need to provide information in multiple languages. The majority of information will be communicated through engagement with staff members / volunteers, signs and printed material.
2. Human interaction with staff and volunteers is one of the key ways in which visitors can gain information about a site. It is important therefore that all staff and volunteers receive appropriate training relating to disability equality issues. It is important that this is backed up by robust procedures and policies which should be put in place by the organisation that will operate the facilities. Ultimately staff and volunteers will need to be able to find solutions to the needs of individual visitors with access issues. The development of these policies and procedures would be aided by consultation with disabled access user groups.
3. Staff can be supported in their work through the installation of appropriate technology to aid communication. This is particularly an issue for people who are hearing impaired. The provision of enhancement systems such as induction loops in areas where staff / volunteer and visitor interaction occurs (the reception or shop for example) should be considered a prerequisite of the proposals, as should staff / volunteer training in how the systems work. It is also important that these systems are well signed and advertised and that visitors requiring them do not have to ask – they are just in place and switched on. Further advice on these and other systems (such as radio-microphones for tours) can be sought from the Royal National Institute for the Deaf (RNID). Published guidance on these issues is also available (see Bibliography) and this should be referred to at the design stage.
4. In terms of signage, this should be developed in accordance with current guidance (see Bibliography) and essentially signs should be clearly visible, succinct and use the appropriate symbols. They should be positioned in logical places that enable visitors to locate and find facilities and information as needed. Finally, signs should be of the same type and form across the site.
5. In terms of printed material it would be beneficial to develop large print and accessible versions such as Braille or audio tape of any site guidebooks or leaflets to support visitors who require such material. These should be developed in accordance with RNIB and other

guidance (see Bibliography). The presence of such material should be clearly advertised on standard leaflets / guides and in areas where they are sold / made available.

6. In terms of content the information material will be written in 'Plain English' and should be clear and concise. It would be beneficial to consider whether some of the information could be provided in Easy Print for visitors with learning disabilities.

Objective 8: Visitors should be able to gain the information they require in the medium that meets their needs.

Actions

- Staff and volunteers will receive disability awareness training.
- Robust access policies and procedures will continue to be implemented by Derby City Council.
- Hearing enhancement systems will be installed in all areas where staff / volunteer and visitor interaction is required. Staff should be trained in its use.
- Signage will be provided in a consistent manner across the site and developed in accordance with accessibility guidelines (see Bibliography).
- Accessible versions of printed material will be made available to visitors who request it.
- All material will be written in 'Plain English'.
- Easy Print material should be developed for visitors with learning difficulties.
- Signing interpretation will be provided when appropriate and resources permit.

7. Interpretation and Exhibitions

1. The interpretative material and exhibitions in the Silk Mill need to be developed in a manner that addresses the needs of people with a range of physical, sensory and intellectual access requirements. Derby Museums and Art Gallery's Access Policy makes it clear that "we believe that all people have a fundamental right to engage with, use and enjoy Derby's museums and collections. We define access as something that is made possible when physical / environmental, sensory, intellectual, cultural, attitudinal, financial, and technological barriers are removed or reduced."
2. The project will cater for the widest possible range of audiences, and therefore the interpretation must be multi-layered and multi-faceted in terms of both its content and presentation to ensure that it can reach out to all these groups.
3. The development of the interpretative themes and content will form a major element of the project development process. This process should reflect the following general points and the detailed guidance

listed in the bibliography:

- It will be assumed that most visitors will have little or no background knowledge about the Silk Mill, Derby, or its history.
- Story lines and interpretative themes will be developed to reflect the broad range of target audiences and will be tailored to meet their expectations.
- Interpretative story lines, content and physical approaches will be developed in consultation with audience groups including disabled user groups.
- Interpretative media will be designed to enable access for all users and supporting technology / material will be supplied to assist this approach, such as induction loops.
- A single consistent style of interpretation should be developed to ensure that material can be consistently understood.

Objective 9: The stories of Derby that the Silk Mill will showcase should be communicated using a range of media and approaches in a way that is accessible and relevant to all visitors.

Actions

- Ensure that the brief for the Interpretative Designers stresses the need for accessibility and highlights the diverse range of target audiences.
- Involve target audience groups and disabled user groups in the development of the interpretative scheme.
- Use current guidance on accessible approaches to interpretation (see Bibliography).
- Supply supporting material and technology to enable access for people with disabilities or learning difficulties.
 - Ensure that interpretation design makes operation and maintenance easy and accessible to staff.

Objective 10: The Collections of Derby Museums and Art Gallery at the Silk Mill will be accessible in ways that are suitable and acceptable for all visitors and users.

Actions

- Objects on display will be lit and displayed to ensure that they can be seen to their best advantage within conservation guidance. Conservation advice will be taken where necessary to ensure that this is achieved.
- Digital records of collections moved during the project will be improved allowing easier conversion to fully accessible records in the future. This work will be carried out in line with the Renaissance East Midlands – Digital Access

Framework (2008).

3. Review of Proposals

1. Introduction

1. This section briefly reviews the current proposals, as set out in the Architectural Development Plan and Exhibition Design Plan, in the context of the access objectives set out in Section 4. From this review a number of outstanding actions and issues are identified for consideration later in the project. These have been included in the Action Plan (Section 6).

2. Pre-visit Planning

Objective 1: Ensure all visitors can gain easy access to information they will need to support their visit.

1. The project is currently at the early stages of its development in terms of post-opening planning and provision of facilities and information as such the majority of work identified for this stage remains to be completed. This will need to be implemented before opening. Allowance has been made in the ongoing revenue budgets of the service and in the Business Plan for the development of this material.
2. The Museum Service will be responsible for delivering the actions required to meet this objective.

3. Opening Hours and Admission Charges

Objective 2: Ensure opening hours meet audience need and that admission charges do not discourage visitors; whilst also maintaining operational viability.

1. Derby City Council is currently committed to free public access to its museums, including the refurbished Silk Mill. This is considered critical in ensuring access for all.
2. Charges for special events and out of hours services will determined on a case-by-case basis in the context of a pricing policy that will be prepared prior to opening by the museum service. This policy will seek to balance revenue requirements with the need to overcome potential economic barriers to access. The charges for schools visits will be structured in a way that balances revenue requirements with the need to provide educational opportunities for children and young people.
3. It is recognised that the current opening hours do not entirely meet audience needs (such as the limited Sunday opening). The Museum Service has committed itself to a full review of these hours alongside the further development of the project. The aim of the review is to provide increased access to the new museum at times when people

want it. This review will be undertaken in consultation with users / non-users and staff members.

4. Access to the Site and Visitor Facilities

Vehicular Access

Objective 3: Ensure that the approach to the Silk Mill provides a safe and convenient vehicular access route for visitors and staff needing direct access to the Mill.

1. Provision has been made in the development plans for the following:
 - Disabled parking bays close to the front entrance of the Silk Mill.
 - A small number of reserved parking spaces at the rear of Silk Mill.
2. The final designs and extent of these will be developed at Stage 2 and agreed with the Planning Authority.

Car and Coach Parking

Objective 4: Ensure that sufficient car and coach parking provision for all users is identified as part of the project.

3. The majority of parking will be provided off-site. Prior to opening the Council has committed itself to reviewing this provision and identifying the most appropriate parking for visitors. This will then be indicated in pre-visit material and routes signposted from the car parking to the museum.
4. The designs include for coach drop-off / parking at the rear of the Silk Mill. This is close to the entrance that would be used by visiting educational groups.

Pedestrian and Cycle Access

Objective 5: Facilitate and enable pedestrian and cycle access to the site.

5. The redesign and redevelopment of Cathedral Green will provide enhanced pedestrian and cycle access to the Museum. Once this is completed and before opening the Council will review remaining access issues and seek to remedy these through its Public Realm strategy and traffic works. This cannot be completed yet due to the ongoing nature of current works.
6. Provision has been made in the design for cycle racks and lockers. This will need to be clarified and specified at the detailed design stage.

Public Transport

Objective 6: Develop accessible transport links between the Silk Mill and the Derby public transport system, to enable visitors to access the site without the need to use private vehicles.

7. This objective will predominately be met through pre-opening planning activities. The development of relevant information, partnerships with public transport providers and the installation of maps will be delivered by the Council following Stage 2.

5. Access in and around the Silk Mill

Objective 7: Maintain and improve access within the Silk Mill, and ensure that any future refurbishment work is fully accessible to all users and staff.

1. The Council intends to implement a number of the Access Audit recommendations in the short term as part of its ongoing building management programme. These will address minor existing access issues.
2. In terms of the current proposals these have been developed with access issues fully in mind. The architectural designs have been developed in accordance with current building regulations (Part M), BS8300:2001 and DDA requirements. Adequate provision has been made for physical and sensory access throughout all areas of the building. Further more detailed design work will refine the current proposals and will continue to address access issues.
3. All parties involved in the project are aware of the DDA with regard to services and employment, and the project proposals will promote equality of opportunity and experience for all visitors. The project proposals have been developed to provide maximum access for the full range of visitors, including those with ambulant sight and hearing impairment. All areas and interpretation (see below) will be as physically accessible as possible. Catering to the special needs of disabled groups will be addressed through a number of measures intended to improve the experience for all visitors. A major consideration will be in providing adequate space for visitors in wheelchairs to move comfortably through all publicly accessible areas.
4. The designs have also taken into account the listed building constraints and measures have been taken to ensure that the access proposals would accord with listed building consent measures (for example through CMP).
5. The Council has committed itself to a further round of consultation

with audiences between Stage 1 and Stage 2. This will involve consultation with disabled users / non-users groups to further refine and develop the designs.

6. Provision of information

Objective 8: Visitors should be able to gain the information they require in the medium that meets their needs.

1. The issues associated with this objective will predominately be addressed at a later stage in the project's development. Steps taken at this stage include making an allowance in the Training Plan for staff / volunteers to receive disability awareness training, revisited and reviewing the Services' Access Policies and making an allowance in the cost plan for hearing loops within the designs. The Council has committed itself to ensuring that other issues are addressed during the design and operational stages.

7. Interpretation and Exhibitions

Objective 9: The stories of Derby that the Silk Mill will showcase should be communicated using a range of media and approaches in a way that is accessible and relevant to all visitors.

1. The development of interpretation designs for the project is at a relatively early stage. The Exhibition Design Plan sets out the current proposals and stages of development. The designs and ideas developed to date seek to provide a highly inclusive environment that will be accessible to a full range of audiences and users. More detailed work will be required at the later stages in the projects development to ensure that the interpretative content and themes fully meet the needs of all users.
2. As part of the interpretative design development and planning it has been and will continue to be vitally important to consider the most effective measures in an attempt to meet the needs of all visitors including those with disabilities. Primary measures include;
 - Face to face interpretation.
 - Inclusive events and activities.
 - The creative use of localised ambient audio (and induction loops where possible).
 - Appropriate captioning' to all audio-visual elements.
 - Selecting high-contrast detailed photographs and clear texts on all graphics.
 - Identifying information that could be made available in large print and other accessible formats.
 - Integration of sensory features such as tactile and physical interactive elements.

- Virtual access through computer modelling and video to areas that cannot be accessed by visitors with ambulant disabilities.
3. Measures such as these will be valuable in enabling effective communication with visitors and making the visitor experience varied, unique and memorable.
 4. It will also be important to provide rest areas to provide necessary stops for those with limited mobility. These stops will allow all visitors a place for contemplation and reflection, an essential provision alongside new engaging and thought provoking interpretation.
 5. Throughout each design phase the project team will, as far as reasonably possible, continue to evolve and adopt a range of criteria to accommodate visitors with the widest range of abilities and disabilities. These criteria are broadly:
 - Being with other people - and feeling part of a communal activity.
 - Feeling comfortable and at ease - to encourage exploration, enjoyment and life-long learning.
 - Having the opportunity to learn through intelligent presentation, clear information and interpretation.
 - Creating experiences that can provide refreshing perspectives and emotional responses.
 - Maximising access to explore and enjoy and become inspired – at a pace that suits each individual visitor, regardless of any physical or sensory impairment.
 6. Careful consideration has been given to how hearing impaired visitors will access the Silk Mill building, facilities and exhibition content. The evolving interpretative exhibition designs have a strong visual impact and identify through maximising the collections and visual resources available for the project. The audio elements of the interpretation proposals will be mainly ambient or textural but where they are crucial to understanding, such as through oral testimony or audio-visual presentations, they will also be expressed through other channels including:
 - Dynamic captioning
 - Induction loops - where induction loops cannot be installed, due to location or building conservation constraints, all audio content will be delivered in complimentary graphic form through texts/ transcripts and images. Alternatively transcripts of audio testimony could be delivered in printed form.
 7. Careful consideration has also been given to how visually impaired visitors will access the exhibition content and facilities. The needs of the visually impaired visitors will be catered for through the provision of high contrast print (text and images) within the interpretative exhibitions. This will be continually assessed for effectiveness at each design development stage. The museum will organise regular handling sessions to allow visually impaired visitors to directly access

objects from the collection within Conservation and Health and Safety advice.

8. The evolution of the gallery texts will be developed to maximise communication with all audience groups. This will be achieved through creating layered, focused, engaging, concise and well balanced texts that work in synergy with dynamic captioning to the audio-visual presentations.
9. More detailed information and stories will be delivered through the special, temporary and touring exhibitions and programmed events and activities. A range of audio tape tours, fact sheets, booklets and education sheets will also be developed by the museum to support the permanent and special exhibitions.
10. The Council will ensure that all of the above occurs through the development a detailed brief for the interpretative designers, ongoing consultation with user groups and active management of the proposals to ensure that access is a fundamental concern.

Objective 10: The Collections of Derby Museums and Art Gallery at the Silk Mill will be accessible in ways that are suitable and acceptable for all visitors and users

11. Access to objects will be sufficient to ensure that they, where possible, speak for themselves. The museum will ensure that where conservation advice allows objects can be viewed as closely and as fully as possible.
12. Objects and collections that that are not normally on display will be exhibited in a publicised series of special exhibitions. This is particularly important for items that for conservation reasons cannot be displayed permanently. The Goody Collection of topographical watercolours and drawings of Derby fall within this category.
13. Where stored collections are accessible during set advertised opening times or by appointment access to information relating to collections; both digital and paper based will also be available. On-going consultation with user groups and management arrangements with partner organisations will ensure that access to these collections meets expectations.
14. Remote access to collections will continue to improve inline with the Renaissance East Midlands Digital Access Framework to further meet the expectations of users. Continued consultation with users of the website will continue to be carried out by the Council's web development team.

4. Action Plan

1. Introduction

1. The following table compiles the actions identified in Section 4. The table has been structured as follows:
 - **Objective:** Number and text of Objective in Section 4
 - **Actions:** Actions identified in Sections 4 & 5
 - **Timing:** This identifies the phase at which the action needs to be implemented. Where multiple phases are indicated this indicates an ongoing process of development and refinement. This timing has been broken down into 5 phases, as follows:
 - PPS – Project Planning Stage relating to development of the Conservation Management Plan, Audience Development Plan and Access Plan (complete by end December 2007)
 - Stage 1 – Development of RIBA Stage C designs and initial interpretation designs alongside Feasibility Study and Business Plan (prior to Stage 1 submission to HLF February/ March 2008)
 - Stage 2 – Development of detailed designs for submission to HLF following Stage 1 Pass. Also for Planning Permission and Listed Building Consent
 - Stage 3 – Development of designs for construction and building of facilities
 - Stage 4 – Opening and operation
 - **Link to other Plans:** Other documents whose development and findings will be informed by and will inform the Access Plan
 - **Estimated Capital Cost:** The majority of costs will be determined during the development of Stage 1 designs. Where costs are known these have been included.
 - **Revenue implication:** Where costs are known these have been included.
2. The table will need to be updated and revised as the project progresses.

| Objective | | Actions | Timing | Link to Plans |
|-----------|---|---|--------------------|-------------------|
| 1 | Ensure all visitors can gain easy access to information they will need to support their visit. | Develop website for Silk Mill that reflects guidance contained in the BSI publication <i>PAS 78: Guide to Good Practice in Commissioning Accessible Websites</i> (www.drc.org.uk/pas) | Stage 3 | Bus. Pl |
| | | Website and marketing material to be written in 'Plain English' and using vocabulary that will be understandable to people with a wide range of language skills | Stage 3 | -- |
| | | Website to contain relevant disability access information especially relating to restrictions or on-site provision of mobility aids | Stage 3 | -- |
| | | Website and marketing material to contain relevant visitor information e.g. opening times, admission costs, transport options, parking arrangements, pedestrian and cycle routes etc. | Stage 3 | -- |
| | | Provision to be made for a personal enquiry service (such as telephone, letter and email) at the site using technology such as <i>Typetalk</i> to enable communication with people with hearing impairment. | Stages 2 & 3 | --- |
| | | Website and other marketing material to be made available in other languages, especially languages identified as in use amongst Derby's Black and Minority Ethnic population. | Stage 3 | ADP |
| | | Marketing material to be widely distributed in locations where target audiences are likely to encounter it. | Stage 3 & 4 | ADP, I |
| | | Current regime of free admission should be retained where possible, but any future plans for admission charges must be tested for their impact on accessibility | Stage 4 | ADP, I Feas. S |
| 2 | Ensure opening hours meet audience need and that admission charges do not discourage visitors; whilst also maintaining operational viability | Any charges planned for special events or out-of-hours activities (including private hire) should be tested through the Feasibility and Business Planning process | Stage 3,4 | Bus. Pl Study |
| | | Opening hours should be adapted to address audience needs (identified through consultation), seasonal patterns of visitation and operational viability such as longer opening in summer with shorter and more restricted hours in winter periods. | Stage 3,4 | ADP, I Feas. S |
| | | Flexibility of opening hours should be built into staff contracts, to ensure that any changes have staff buy-in, and that sufficient staff cover is available to maintain the opening hours agreed | Stage 3,4 | -- |
| | | Develop detailed designs for the access road and dedicated car parking spaces in consultation with the Planning Authority, to ensure that there is good separation between cars and pedestrians, and that any dedicated car parking spaces are clearly labelled and signed in accordance with BS8300 and Building Regulations Part M. | PPS, Stage 1,2 & 3 | Arch. CMP |
| 3 | Ensure that the approach to the Silk Mill provides a safe and convenient vehicular access route for visitors needing direct access to the Mill | Ensure that the final design has sufficient capacity to accommodate any predicted increase in the need for direct access to the Silk Mill. | Stage 2, 3 | -- |

| | | | | |
|---|--|--|---------------|---------|
| 4 | Ensure that sufficient car and coach parking provision for all users is identified as part of the project | Review existing city centre car parking provision, and agree with City Council which car parks should be included in visitor information, with reference to the Business Plan and visitor number predictions | Stage 2, 3 | -- |
| | | Design appropriate signage style, and ensure adequate signage is installed between any approved car parks and the Silk Mill. | Stage 2, 3 | -- |
| | | Ensure appropriate safe set-down/pick-up point for coaches is included in any transport plan for the Silk Mill, and the turning area for coaches is clearly signed and included in information for coach drivers, as well as directions to the nearest parking place | Stage 2 & 3 | Arch. I |
| 5 | Facilitate and enable pedestrian and cycle access to the site | Identify and audit main pedestrian approaches, and ensure a plan is in place to install crossing points, dropped kerbs, and other treatments which will make physical access easier along these routes, and ensure separation of cycle and pedestrian traffic. | Stage 2, 3 | -- |
| | | Provide cycle racks and pannier stores at the Silk Mill | Stage 1 & 2 | -- |
| | | Provide specific information in all media of visitor information describing pedestrian and cycle routes to the Silk Mill. | Stage 2,3,4 | -- |
| | | Ensure all approach routes are adequately signed | Stage 3,4 | -- |
| | | Ensure adequate cloak room or locker provision for storage of pedestrian and cyclist baggage and clothing | Stage 1, 2, 3 | Arch. I |
| | | Consider developing reward system to encourage cycle users | Stage 2 | Bus. P |
| 6 | Develop accessible transport links between the Silk Mill and the Derby public transport system, to enable visitors to access the site without the need to use private vehicles. | Ensure that full information on public transport to the Silk Mill is included in all published visitor information, and that updated links to public transport providers are included | Stage 3,4 | -- |
| | | Explore with local public transport providers the possibility of including the Silk Mill on appropriate bus routes and providing a stop by the museum; this to include the possibility of inclusion on city centre shuttle services, and the provision of a bus route linking key cultural sites in the city. Identify potential funding sources for such services and develop support for the proposal with key stakeholders and funders. | Stage 2,3 | Bus. P |
| | | Ensure adequate signage is installed between the Silk Mill and public transport nodes, and that routes are made easy and accessible (see above, Objective 5). | Stage 2,3 | -- |
| | | Make sure that the Silk Mill is a clear destination on any large maps provided for public orientation in the city centre, especially at transport nodes. | Stage 2,3 | -- |
| | | Develop cross-marketing with public transport providers as part of marketing plan, to ensure that the Silk Mill is included in the transport providers' publicity material. | Stage 2,3 | Bus. P |
| 7 | Maintain and improve access within the Silk Mill, and ensure that any future conversion is fully accessible to all users and staff. | Undertake consultation with disabled user groups during the development of detailed designs (see http://www.mla.gov.uk/resources/assets/D/dis_guide11_pdf_6729.pdf). | Stage 2 & 3 | ADP |

| | | | | |
|----|--|---|------------------|-----------------|
| | | Implement current BS standards and Building Regulations at the detailed design and construction stages to ensure that the facilities are accessible for all. | Stage 1, 2 & 3 | Arch D Exhib |
| | | Ensure that building is developed in the context of current best practice and guidance (see Bibliography). | Stage 1, 2 & 3 | Arch D Exhib |
| | | Implement any urgent recommendations arising from the Access Audit, and ensure that current access is maintained to an appropriate standard while the development programme is being finalised. | Ongoing | |
| | | Staff and volunteers should receive disability awareness training as part of their induction process. | PPS, Stage 1 & 2 | Feas. S |
| | | Robust access policies and procedures should be developed and implemented by the operating organisation. | Stage 1 & 2 | ADP |
| 8 | Visitors should be able to gain the information they require in the medium that meets their needs | Signage should be provided in a consistent manner across the site and developed in accordance with accessibility guidelines (see Bibliography). | Stage 1, 2 & 3 | Arch D Exhib |
| | | Accessible versions of printed material should be made available to visitors who request it. | Stage 3 & 4 | -- |
| | | All material should be written in 'Plain English'. | Stage 3 & 4 | -- |
| | | Easy Print material should be developed for visitors with learning difficulties. | Stage 3 & 4 | -- |
| 9 | The stories of Derby that the Silk Mill will showcase should be communicated using a range of media and approaches in a way that is accessible and relevant to all visitors | Ensure that the brief for the Interpretative Designers stresses the need for accessibility and highlights the diverse range of target audiences. | Stage 1, 2 | Exhib |
| | | Involve target audience groups and disabled user groups in the development of the interpretative scheme. | Stage 2 & 3 | ADP |
| | | Use current guidance on accessible approaches to interpretation (see Bibliography). | Stage 1, 2 & 3 | Arch D Exhib |
| | | Supply supporting material and technology to enable access for people with disabilities or learning difficulties. | Stage 1, 2 & 3 | Arch D Exhib |
| | | Ensure that interpretation design makes operation and maintenance easy and accessible to staff. | Stage 1, 2 & 3 | Arch D Exhib |
| 10 | The Collections of Derby Museums and Art Gallery at the Silk Mill will be accessible in ways that are suitable and acceptable for all visitors and users | Seek conservation advice on how and for how long objects can be displayed. | Stage 1, 2 & 3 | Col M |
| | | Document collections with Renaissance East Midlands Digital Access Framework. | Stage 1, 2 & 3 | Col M |
| | | Website to contain sufficient and relevant information regarding objects and collections both on display and in store. | Stage 3 | -- |

| | | | | |
|--|--|---|---------|----|
| | | Study rooms to be provided with access to collections database where appropriate. | Stage 3 | -- |
|--|--|---|---------|----|

Note - the following abbreviations apply in the above table :

ADP -
Development Plan

Audience

Arch Dev Plan -

Architectural Development Plan

Bus. Plan -

Business Plan

CMP -
Management Plan

Conservation

Col Man Plan -

Collections Management Plan

Exhib Des Plan -

Exhibition Design Plan

Feas. Study

Feasibility Study