



Development Plan 2021-2026



**MUSEUM OF
GLOUCESTER**

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Introduction

The Museum of Gloucester is on a journey.

Gloucester is changing, and with it, so are the ambitions of organisations and residents - and the Museum needs to keep up with this pace of change. Our audiences have high expectations, and we need to be ready to deliver. Over the past 2 years we have integrated the Tourist Information Centre with the Museum to create a welcoming, informative cohesive team. We have established a Collections Team and introduced Engagement Officer to sit alongside our Events & Marketing team – we are ready to take the next step.

During the next 5 years, we want to deliver fundamental transformations in our service that will ensure we are able to be the quality museum an important city like Gloucester deserves.

This plan outlines the projects to be delivered over a 5-year period and gives more detail on the specific objectives for the next 12 months, Year 1 of the plan. The scale of work to be delivered cannot be underestimated, so it is important to hold a shared ambition that GCC and stakeholders can buy-into and support – the adoption of this plan gives buy-in across GCC, which will allow us to hold creative conversations and to reimagine the museum in an open forum alongside wider organisations and stakeholders.

We value and appreciate the input from the heritage sector in the city and believe a shared vision will deliver success, so we commit to engage our existing partners such as Gloucester Heritage Forum, SWMD, Arts Council, Gloucestershire Libraries Service, Gloucestershire Archives, Gloucester Civic Trust, amongst many others in the wider community and voluntary sector, along our journey.

The Museum of Gloucester by 2026...

- Having reviewed and considered the needs of a 21st Century museum – including storage, access, display, carbon footprint, exhibitions and income generation - we have developed a plan for the best use of the existing building(s) against a purpose built development, and committed to a plan of action, and are now well underway in fundraising and implementing the agreed plan.
- The Museum is inclusive and diverse, reflecting the community and people of Gloucester.
- Our infrastructure and practice are resilient and fit for purpose, with sufficient space and resources for the Collections, visitors, staff and activities.
- We are committed to tackling climate change and set an example for the community on green initiatives to reduce long term costs and be more sustainable.
- We are a museum beyond walls – our Collections are visible, valued and endure to inspire both present and future generations, embodying and representing the energy, history and passion of Gloucester and its diverse communities.
- Working with a variety of local and regional partners, our exhibitions, events and educational experiences represent the diverse nature of Gloucestershire. We provide the resources and means to enable the community to access and share their stories, both within and externally to the museum.
- Our education offer is externally accredited as amongst the best in the country and we work with local schools to shape an offer that is relevant to the curriculum. We offer blended learning, meaning our

education programme is accessible both in the classroom and in the museum. Learning is always inclusive and considers different learning styles.

- Accessibility of the museum, education and engagement programmes sits at the heart of our offer. We have an unyielding dedication to ensure that every single person who visits, both the museum and online, has the same enjoyable, engaging and educational experience that captures their imagination and interest, so they return time and again.
- We are the number one ticket agent service in Gloucester for local, regional and national events as well as for some of the nation's favourite attractions Using knowledge acquired over many years, we offer outstanding customer service both in person and online.
- The Museum of Gloucester Shop is the premier Gift shop in the area, where visitors, tourists and locals can discover a range of unique and bespoke gifts, both museum and exhibition related as well as locally produced arts and crafts. The online shop is also popular with repeat customers and purchases.
- The Café is a community hub, giving people an inspiring and unique place to gather with friends whilst enjoying locally produced food and drinks.
- We are well known for our fundraising expertise and successes. The entire team understand the part they play in this. Everyone is trained and eager to encourage and explain the benefits of making donations as well as in fostering and building relationships with corporate sponsors and grant-making bodies.
- As a service, the Museum is financially sustainable and always looking at ways to increase income and reduce expenditure. Fundraising is an important part of this strategy and we actively look to increase grants and donations income year on year to implement our many projects, as well as providing resources and paid work placements for our community.
- We have state of the art technology and equipment, which supports a seamless and effortless experience across the digital offer and interpretation within the museum. This includes the front and back office systems, such as ticketing and till systems and online shop, as well as gathering real-time analytics and feedback that we use to shape future activity. We know who our audience are and who they are not and are able to target specific communities to encourage engagement and interaction. Visitors engage with us regularly across digital platforms including social media and our website and we use these interactions to further share and develop the collections and engagement offer.
- The museum and its events and activities contribute to the wider Tourism and Destination Marketing Plan to amplify the marketing for the city.

Parts of Year 1 outcomes in this plan are supported by



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



Art Fund



Wider Context

In creating the Museum of Gloucester Development Plan, consideration has been given to the wider national, regional, and local context. Below are summaries of key strategic documents that inform direction of travel and priorities contained within this plan.

Arts Council Strategy: Let's Create 2020-2030

- Creative People
- Cultural Communities
- A Creative & Cultural Country

Achieved through:

- Ambition & Quality
- Dynamism
- Inclusivity & Relevance
- Environmental Responsibility

Gloucester Heritage Strategy 2019-2029

- Overarching Ambition - To achieve effective and sustainable conservation, regeneration and management of Gloucester's heritage, to realise fully its economic, community and cultural potential.
- 2.9 Museum & Collections
- 2.10 Education & Skills
- 2.11 Community-led Development & Volunteering

Gloucester Cultural Strategy 2021-2026

- Put Culture at the heart of the City's future plans
- Develop Artists & Arts Organisations so as to build the creative & cultural industries
- Broaden the Cultural Offer to support social & economic development
- Develop a vibrant city centre, full of cultural activity & things to do
- Develop audiences who enjoy new cultural opportunities being created
- Put Gloucester on the map by developing high profile events
- Make things happen & continue a momentum for change

Gloucester Destination and Tourism Marketing Strategy 2021

- Develop our online presence to a mixture of digital marketing campaigns and 'always on' activity
- To cultivate and grow our inbound audiences in 2021
- Strengthen audience development and community engagement initiatives to diversify audiences and address brand perceptual barriers
- Build a robust network of partners in the city from a variety of businesses operating to serve the visitor economy
- Lead the tourism recovery in the city by supporting partners in their activity

Audiences

Current Museum of Gloucester Audiences

From April 2019 to March 2020, the Museum of Gloucester attracted 84,079 visitors.

This was 50.85% increase on the previous year – the Tourist Information Centre relocated to the ground floor, and the museum became free in April 2019 which will have positively impacted on these figures and prior to Covid-19, we were actively working to maintain and build on these increased audience figures.

A recent online survey from 2020 identified, as part of a wider survey, several motivations to visit the museum and provided a general understanding of how people visit, or don't visit the museum.

- 84.36% had previously visited the museum
- 64% of visitors are likely to visit again
- 21% of visitors state that their primary motivation to visit is to learn something
- 18% for educating and stimulating their children
- 13% for spending time with family and friends
- 76% of visitors think that all the collections are equally interesting
- 70% of bookings for Museum events take place on the day or in the week before the event, translating to 90% of ticket sales

This insight is being further interrogated alongside the age, gender, and audience segmentation to form part of an action plan which informs a number of objectives held within this plan.

Online Audiences

Since July 2019, we have welcomed over 19,000 unique visitors to our website. A new website was launched in November 2020 to positive reviews and continues to grow in engagement. www.museumofgloucester.co.uk

At the end of January 2021, our current social media insights show that we have: 2,836 Facebook followers / 1,838 Twitter followers / 1,022 Instagram followers. Growth has been hugely exponential since January 2019.

We continue to engage across a variety of other digital platforms and engagement including newsletters, Google listings, TripAdvisor, heritage websites and many more.

Gloucester's Audiences

In 2019 a report was commissioned the South West Tourism Research Company to undertake an Economic Impact Study for the Visitor Economy of Gloucester which show that Gloucester:

- attracted 313,000 domestic visitors to the city spending £50m in the city
- had 50,000 inbound visitors to the city spending £23m in the city
- 76% of visitors were visiting for a holiday
- 11% were visiting for business
- 12% were visiting friends and relatives
- A total of 3,438,000m day visits to Gloucester were taken attracting £140,722,000 spend in the city
- May was the busiest month for both overnight stays and day visits and spend 194,000 trips were taken with a spend of £13

Future Audiences

As part of the audience development project and survey, we have identified several audience segments as growth areas which will be prioritised as part of this plan.

The top 3 are identified as:

Domestic Family Audiences

45% of these family-group visitors to the museum are a general family type audience who visit for as an excursion that benefits everyone in the party. They are the largest segment of visitors, yet visit the least frequently at an average of 1 a year. Many attend once and do not return. 20% of family group style visitors visit for the benefit of others rather than the benefit of themselves. They visit about 2 or 3 times a year and the Museum is seen as 'a place to take the kids or the parents-in-law'.

Young people - Under 25s

Half of the Museum's visitors are under the age of 25, 47% are under the age of 20, 41% are under the age of 15, and 30% are under the age of 12. Children and young people use spaces differently to adults needing to be 'handed' 'things to see and do' in overt ways, considering their short attention span, and limited ability and stamina to read.

Developmental Audiences (Non-Users)

Developmental audiences are visitors who for a variety of reasons do not visit the museum or do not feel it is for them. It important to understand and appreciate the barriers to access for each of these groups and how to tackle these.

Statement of Purpose

At the Museum of Gloucester, we connect people through shared experiences.

Through exceptional collections, research, and preservation, we record and interpret the ever-evolving development of the City of Gloucester and its people.

We co-create experiences that engage and inspire.

We will ensure our museum is fit for purpose, sustainable and addresses social and environmental challenges.

Vision and Values

As a key part of Gloucester City Council, we share and commit to deliver the organisation's Vision and Values, but we have used them to inspire and shape our specific ambitions at the Museum of Gloucester.

Gloucester City Council – A city that works for everyone

Our Values -

- Efficiency and value for money
- Forward thinking with innovation
- Making residents lives better
- Passionate about the city
- Working together to make it happen

The Museum of Gloucester – A Museum for Gloucester

Uncovering Gloucester's past and shaping our future...

We are -

- Welcoming**, inspiring and engaging
- Representing** and empowering our communities
- Sharing** and collecting powerful stories
- Innovative** and forward thinking
- Sustainable** with a social and environmental focus

Overarching Priorities

We have identified 4 key priorities, that will set the overarching development plan and actions over the next 5 years.

Collections

We will prioritise our collection – using our teams and resources effectively we will understand our objects, their relevance to the city and will build appropriate facilities for their preservation and interpretation to effectively engage with the public.

Public Programming

We commit to curating an engaging and stimulating programme that we will use to educate and entertain our audiences.

We believe learning through creativity is key and will embed this in our work, particularly using our collection to inspire the activity delivered within the Museum and beyond.

Audiences

We will become a fully open and accessible organisation with collaboration and co-creation at the heart of everything we do.

We are nothing without people. We commit to developing a sense of shared ownership, to ensure our community is valued, listened to and able to influence the way we engage audiences with our collection and wider activity.

Sustainability

We will manage our budgets and fundraising efforts to ensure financial sustainability long-term, including identifying and implementing appropriate commercial opportunities.

We will be carbon neutral by 2030 - We understand there is no future unless we address climate change urgently, so commit to do our part internally and externally.

We will openly review the needs of a 21st century museum against our existing facilities and commit to developing a roadmap that will address changing needs and digital advancements of the future. This will include a substantial project titled Museum Transformation Project – where all facets of the Museum will feed into this singular objective – what is the Museum, what should it look like and how should it deliver its objectives? All the projects within the plan feed into this project as they will inform the answer to the questions posed.

The Museum Transformation Project is a substantial piece of work that, by the end of the 5 year plan will have been outlined, approved and committed to by GCC and wider stakeholders, with the expectation that fundamental advancements towards its outcome will have begun.

5 Year Priorities 2021-2026

No.	Project	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
1	Accreditation Retention	█	█	█	█	█
2	Life Museum Decant	█	█	█	█	█
3	Collections Review and Rationalisation	█	█	█	█	█
4	Collections Management System Replacement	█	█	█	█	█
5	Decolonisation Review & Engagement	█	█	█	█	█
6	Collection Re-Interpretation	█	█	█	█	█
7	Museum Digitisation	█	█	█	█	█
8	Re-imagining Education	█	█	█	█	█
9	Commercialisation	█	█	█	█	█
10	Museum Building Needs Assessment & Design Plan	█	█	█	█	█
11	Phase 1 – Entrance Relocation	█	█	█	█	█
12	Museum Transformation Project	█	█	█	█	█
13	Public Programming Strategy & Implementation	█	█	█	█	█
14	Audience Development	█	█	█	█	█
15	Fundraising Development	█	█	█	█	█
16	Volunteer Engagement	█	█	█	█	█
17	Roadmap & deliverables to achieve carbon neutral status by 2030	█	█	█	█	█
18	Engagement & Partnership Working	█	█	█	█	█

Project Delivery
 Background Project Activity/Delivery
 Completed or integrated into core activity

Year 1 Priorities – 2021/22

Collections

No.	Project	Detail	Budget	Owner
3	Collections Review & Rationalisation	<ul style="list-style-type: none"> Commission Collections expert to deliver rationalisation project. Scope of work – Using Collections Policy, carry out a review of previously identified objects for deaccession, and review the main Collection for other items that fall into this category. Follow deaccession and disposals process in line with Accreditation and national guidance. <i>Purpose of project – To focus the Collection in line with Collections Policy, so resource isn't spent housing, caring for and conserving objects that aren't relevant to the City's heritage. Required to identify space & resource requirements for main Collection long-term.</i> 	Existing Ring-fenced reserve	Collections Officer
2	Life Museum Decant	<ul style="list-style-type: none"> As per conditions within lease with GHB and Civic Trust, there is a 5-year decant period to remove objects from the Life Museum. <i>Approximately 30,000 objects located here, forcing a review of storage across the service/wider GCC to identify where these objects will be housed long-term.</i> 	Existing Budget	Collections Officer
12	Storage Assessment	<ul style="list-style-type: none"> Commissions Collections expert to deliver storage assessment. Scope of work - Review objects held across the Collection and their storage requirements against existing facilities. Identify where existing storage is appropriate/needs improvement/non-compliant and devise solution, including purpose-built storage and identify associated costs and timeline for delivery. To form basis of business case with funding options for presentation to Cabinet by Q4. 	TBC – potential link with Collections Review Budget	Collections Officer
1	Accreditation Preparation	<ul style="list-style-type: none"> Ongoing - to ensure national compliance with any collections work undertaken. Review of documentation in preparation for next submission. 	N/A	Collections Officer
7	Collection Digitisation	<ul style="list-style-type: none"> CRF investment in digital camera equipment. While undertaking Collection Review and Life Museum Decant - record the collection in high quality digital images for use in Condition Reports, monitoring, and in preparation for future investment in a Collections Management System that can incorporate images, and link to a website for public engagement and access purposes. 	Equipment purchased through Cultural Recovery Fund	Collections Officer

Year 1 Priorities – 2021/22

Public Programming

No.	Project	Detail	Budget	Owner
8	Re-Imagining Education	<ul style="list-style-type: none"> Redesign of 3 of the most popular loans boxes and educations sessions to create a blended learning programme: <ul style="list-style-type: none"> Victorian, Romans and Anglo-Saxons 2x redesigned loans boxes, video recorded session, new learning materials. Redesign of Blackfriars education programme in-line with new Museum framework. If successful with CRF2 – develop a further 2 education sessions in the same framework. Engage schools in new programme (already collaborated during development stage) to re-establish Museum/Schools relationships and generate income. 	Culture Recovery Fund & existing budget	Engagement Officer & Events & Marketing Officer
13	Engagement	<ul style="list-style-type: none"> Develop framework for engaging with older adults, care homes and families – in-person visits and blended/virtual. Develop a Youth Forum building on links with Jolt to engage young people in programme development and encourage ownership of activities. Identify income streams against this 	Existing budget	Engagement Officer
13	Exhibitions	<ul style="list-style-type: none"> Establish annual programming framework – working with external curator, focused around quality, engagement opportunities, linking with city/national anniversaries where relevant, income generation and profile raising. Develop 3-year programme to establish long-term thinking to deliver against framework objectives. 	Cultural Recovery Fund Delivery from existing budget or external funding / sponsorship	Events & Marketing Officer
13	Community Gallery	<ul style="list-style-type: none"> Refresh physical gallery space to improve quality of exhibitions. Establish programming framework for Community Gallery – focus on quality & effective engagement with community. 	Existing budget	Events & Marketing Officer

Year 1 Priorities – 2021/22

Audiences

No.	Project	Detail	Budget	Owner
14	Audience Development	<ul style="list-style-type: none"> Complete brand identity, marketing strategy, social media plan and establish evaluation framework for regular data collection against our activity. Setup fixed questionnaires for iPads – reception/exhibition gallery and education to collect regular data for evaluation. 	SWMD/Cultural Recovery Fund	Events & Marketing Officer
5	Decolonisation Project	<ul style="list-style-type: none"> Review the collection for objects linked to slavery to feed into the Cabinet commitment, in line with the Race Equality Commission recommendations. Work with community to carry out research into the objects held by the Museum and across the city in the form of statues or other references to create an archive. Use the archive to co-create a temporary exhibition (proposed Autumn 2022/Spring 2023) that will potentially contribute to a permanent display at the Museum (<i>as part of long-term redesign in Museum Transformation Project</i>). Exhibition/Display will sit alongside engagement and education materials which will form part of the permanent Museum learning and engagement offer. 	Core budget & external funding potential	Collections Officer & Engagement Officer
13	Engagement – Partnerships & Networking	<ul style="list-style-type: none"> Build on partnerships with AgeUk, Gloucester Community Building Collective, VCS, Culture Trust, Civic Trust, GMG, Heritage Forum, Gloucestershire Archives, to develop an active forum for project development across the city. Develop internal framework for partnership working to ensure projects undertaken are in-line with overarching objectives, and resources are allocated appropriately for delivery. 	Cultural Recovery Fund & existing budget	Engagement Officer Museum Project Officer
16	Volunteer Development	<ul style="list-style-type: none"> Address how volunteering has changed since covid-19 and what ‘new normal’ will be, so MOG can continue to engage volunteers and use them in a way that benefits both the Museum and Individual. Review processes/procedures and projects volunteers engage with. Review and re-invigorate our Engage in Gloucester Portal. 	Cultural Recovery Fund	Visitor Experience Team Leader

Year 1 Priorities – 2021/22

Sustainability

No.	Project	Detail	Budget	Owner
11	Entrance Relocation	<ul style="list-style-type: none"> Engage Library in conversation about development of a shared entrance. If Library are open to this proposal, work up designs, costs and project plan together and establish how it will be funded. Key to this project is for Museum and Library to share long-term ambitions for use of building so developments can complement each other. If Library not able to be part of this, project will end and focus will turn to wider Museum Transformation project on areas of the building within GCC control. 	Planning and Design – Internal Budget Business case to address implementation if progressed	Cultural Development Manager
12	Museum Transformation	<ul style="list-style-type: none"> Establish an outline plan, based on Collections Review, Rationalisation Project and interest in entrance relocation, to address Museum of the 21st Century – outline Collections, Programme, Education and commercial offer, space usage and options for repurposing building or relocating long-term. 	Existing budget	Cultural Development Manager
9	Website	<ul style="list-style-type: none"> Improve appearance and functionality of website – particularly integration with Box Office system & enhanced retail opportunities as part of Commercialisation project. 	CRF/Box Office Replacement Budget	Events & Marketing Officer
17	Carbon Neutral by 2030	<ul style="list-style-type: none"> Audit of energy use and single-use materials. Create action plan in conjunction with Climate Change & Environment Manager 	Existing budget	Visitor Experience Team Leader
	Commercialisation	<ul style="list-style-type: none"> Retail – Develop an identify for the retail offer, with a clear brand and product line. Retail – Establish products to integrate in online shop as part of Box Office Upgrade. Café – review catering offer and benchmark against Covid Recovery activity in other organisations to create options for operating models – ties into outcomes from Entrance Relocation – will affect timeline and scale of project. 	Cultural Recovery Fund & existing budget	Visitor Experience Officer

Financial Considerations

This is an ambitious 5-Year Development Plan. This plan will run parallel and closely interlink with the day-to-day management and delivery obligations of the Museums Service and this level of work cannot be underestimated.

Alongside Officer time and resource, there is a need for financial investment to ensure this plan is a success. One of the key identified projects within the plan is addressing commercial opportunities and implementing a fundraising strategy so all avenues for income generation can be addressed and prioritised to ensure all is being done internally to support the Development Plan, in both short term implementation and longer term in establishing a sustainable model.

However, there is still likely to be a potential gap in the funding to be achieved without a certain level of match funding from the core organisation. Some of this can be mitigated by the bequest held in reserves, however, as part of a 5-year plan, this will not cover all the investments required, and as part of this Development Plan, a costed proposal of what is potentially required will be drawn up for review.

Year 1 of the Development Plan has been supported through initial funding from South West Museum Development and Arts Council Cultural Recovery Funds, which have funded an audience development project and key recovery activities that will stimulate the delivery of the identified priorities during this period. This support, dove-tailed with the development of this plan will enable good progress to be made in the early stages of this plan, which we hope will continue as the plan is implemented further.

Risk Assessment

Risk	Mitigation	Risk	Comments
Staff Capacity	The 5-Year Plan is ambitious but divided into smaller projects spread across the team ensures it sets appropriate delivery expectations.		Rated as medium risk due to Covid-19 influences – there may be requirements for Museums team to support wider GCC services in Covid Recovery, which will change capacity to deliver against the plan.
Financial: Internal budget commitments / budget reduction	Sign-off of this plan and programme of work. Regular meetings with Finance, Head of Service and Service Managers will ensure monitoring is in place.		This plan will ensure projects are allocated in a timely manner that uses staffing and budgetary resource appropriately. Where Museum Transformation may require some up-front commitment, this is a risk.
Financial: External fundraising effort failure	Fundraising strategy to be developed as part of this plan to engage funders and build relationships to ensure a shared vision. Smaller funding streams to be accessed to develop positive track record of delivery against funding objectives.		Covid may increase competition for funds, and internal budgets may not provide appropriate level of match funding.
COVID-19 impact on ability to progress	Government roadmap yet to be communicated, so Development Plan objective based on best estimates from information available. There is a great deal of the unknown in this area that may influence the delivery of the plan.		
In-house Skills	Using training opportunities, against plan objectives to upskill and use partner/mentors to support where required. Acknowledge need for specialist skills when required.		Use of wider GCC officers to support projects may be required, so resource will be requested/allocated appropriately.
Maintaining priorities	This Development Plan, linking with Service Plans and Individual Annual Objectives will keep projects on track.		
External Stakeholders buy-in / commitment	Open dialogue, sharing aspirations with all stakeholders through regular meetings. Transformation plans are kept purposefully vague at this stage of development, as they will be shaped by stakeholder engagement i.e. capital works to MOG/library will need shared vision and ambition.		To deliver this plan, particularly the Museum Transformation and potential capital works, relies on stakeholder/partner buy-in and commitment that will inform how the plans are shaped, but also how feasible they are to deliver. With Covid and external priorities, it is imperative to keep the project on track if it is to be delivered.