

## Appendix 2 Progress in delivery of Museums Forward Plan

### Analysis of 5 Year Plan & summary of progress made

Museum 5 year plan Action	Progress	Action Required
<b>Strategic Aim 1 – To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development.</b>		
<p>To convert a suitable space for centralising staffing, publically accessible storage, research facilities, conservation lab/workshops, community/volunteer spaces and public display areas for the Nelson Collection and Monmouth History.</p> <ul style="list-style-type: none"> <li>• Get agreement to carry out conversion of suitable space.</li> <li>• Develop a major capital bid (Conservation facilities, community and volunteer space, Space to tell the Monmouth and Nelson Stories)</li> </ul>	<p>We have carried out an initial options appraisal of potential buildings, which now needs to be extended to a more comprehensive feasibility study to reflect the longer term timetable likely in securing support for a centralised store.</p> <p>We have successfully submitted a re-application to the National Lottery Heritage Fund (NLHF) to produce a Heritage Strategy for the heritage assets cared for by MonLife and to carry out Collections Rationalisation across the Museums Collection, to ensure our collections are relevant to Monmouthshire. The project will be completed in July 2021.</p> <p>We are carrying out a pilot programme of collections rationalisation for items in our off site store to test the procedure.</p>	<ul style="list-style-type: none"> <li>• <i>Secure agreement from Cabinet to commission a more detailed external feasibility study on suitable locations.</i></li> <li>• <i>If appropriate, secure funding.</i></li> <li>• <i>Continue Collections Rationalisation through National Lottery Heritage Fund grant.</i></li> </ul>
<p>As part of the capital bid detailed above maintain, adapt and improve existing museum locations in Abergavenny and Chepstow to ensure we provide local access to museums</p> <ul style="list-style-type: none"> <li>• Identify opportunities for released space at Abergavenny and Chepstow created by centralising facilities at</li> </ul>	<p>A variety of options of how released storage space can be used have been suggested which need more formal consideration as part of the ongoing centralisation scheme.</p>	<ul style="list-style-type: none"> <li>• <i>Proposal to decouple the local improvements from the centralised store and instead pursue a phased approach via a comprehensive feasibility study</i></li> <li>• <i>Include consideration of access to the Caldicot collection in this study</i></li> <li>• <i>Identify local and Monmouthshire stories to tell at each site through the</i></li> </ul>

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<p>Monmouth.</p> <ul style="list-style-type: none"> <li>• Work on key historical stories to develop into displays, events, web based resources and publications</li> <li>• Identify ways of improving access for visitors at all sites.</li> </ul>	<p>We have identified key local stories for each of the 3 main towns.</p> <p>We have made opening hours more visitor friendly as part of a museum service wide change in 2017.</p> <p>In conjunction with Mencap we have used technology to create a digital offer/tour of ground floor at Abergavenny Museum for visitors with access difficulties.</p> <p>We have identified improvements that could be made to the infrastructure at Abergavenny Castle to increase accessibility and a possible source of funding.</p>	<p><i>National Lottery Heritage Fund project</i></p> <ul style="list-style-type: none"> <li>• <i>Give further consideration to public opening hours and to the potential for seasonal variation to support delivery of the Forward Plan</i></li> <li>• <i>Identify how we can use collections to tell local stories (Ongoing through Heritage Strategy and Collections Rationalisation/ July 2021 onwards - Post Collections Rationalisation)</i></li> </ul>
<p>To create a virtual platform for Monmouthshire Museums as part of wider MonLife offer</p> <ul style="list-style-type: none"> <li>• Explore possibilities of a single Monmouthshire Heritage Portal that brings together museums, heritage and arts data records, images etc.</li> </ul>	<p>An ongoing volunteer programme is adding information and images to our collections management system, which is a necessary first step.</p>	<ul style="list-style-type: none"> <li>• <i>Continue with existing programme and wait until the Heritage Strategy is completed before deciding if and how the museum database can be widened to become a wider Monmouthshire Heritage Portal.</i></li> </ul>
<p>To ensure learning is embedded within the museum, arts and cultural offer</p> <ul style="list-style-type: none"> <li>• Develop a Learning Plan which is relevant to the needs of formal and informal audiences.</li> <li>• Implement resulting learning programme.</li> </ul>	<p>We have developed a MonLife learning strategy based on consultation, changing demographics and pan Wales curriculum change. Brought museums, attractions and countryside together to form the culture, heritage and environmental learning service</p> <p>Developed learning principles and are looking towards learning Outside the Classroom accreditation as a quality marker.</p>	<p>Over the next 12 months:</p> <ul style="list-style-type: none"> <li>• <i>Work cross service to develop formal learning opportunities that support the aims of the new curriculum for Wales, both as individual services and across our services i.e. offering schools activities from a 'pick and mix' menu</i></li> </ul>

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	<p>We have developed 6 strategic aims:</p> <ul style="list-style-type: none"> <li>• Increase participation in formal learning activity</li> <li>• Increase participation in informal learning activity</li> <li>• Develop MonLife learning as a distinctive high quality brand</li> <li>• Become a sector lead in the provision of activity for older people, people living with dementia and their carers</li> <li>• Position MonLife learning as a significant provider of learning within the community</li> <li>• Demonstrate impact through meaningful measurement, monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Continue to deliver and expand our offer for people living with dementia.</i></li> </ul>
<b>Strategic Aim 2 – To ensure we have a resilient and sustainable service</b>		
<p>To ensure we have a depth and breadth of skills to provide a professional museum offer.</p> <ul style="list-style-type: none"> <li>• Assess current staffing roles and identify needs.</li> </ul>	<p>The 2017 museum restructure addressed this core action, including a revised centralised team structure and implementation of lone working.</p> <p>We are refining staff roles in the light of operating experience and staff feedback to consolidate the central team and administrative functions and build operating resilience.</p>	<ul style="list-style-type: none"> <li>• <i>Complete staffing review, consult staff and unions and seek appropriate approval. (By ICMD November 2019)</i></li> </ul>
<p>To improve and extend income streams:</p> <ul style="list-style-type: none"> <li>• Increase provision of courses (At Abergavenny Museum and Chepstow Museum/Drill Hall).</li> <li>• Build on existing programme of cultural coach trips.</li> </ul>	<p>Ongoing programme of courses and day schools are provide a steady income.</p> <p>We have run two trips but it is too resource heavy to be viable.</p>	<ul style="list-style-type: none"> <li>• <i>Ongoing review and development of offer.</i></li> <li>• <i>No further work</i></li> </ul>

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<ul style="list-style-type: none"> <li>Run a programme of skills based workshops for adults.(At Chepstow Museum/Drill Hall and Abergavenny Castle Grounds)</li> </ul>	Not progressed	<ul style="list-style-type: none"> <li><i>The feasibility of taking this work forward will be looked at within discussions of how to use space at each site</i></li> </ul>
<p>To improve and extend income streams: Ensure museum shops run efficiently and effectively. This will be done by:</p> <ul style="list-style-type: none"> <li>Installing a suitable EPOS system</li> <li>Seeking agreement for a trading account</li> <li>Devising a focused offer for each site.</li> <li>Offering refresher/new training to Front of House staff.</li> <li>Promoting retail offer via social media.</li> <li>Exploring online retail sales</li> </ul>	<p>A new EPOS system (Clarity) has been installed and training carried out.</p> <p>Working with attractions to develop a combined retail offer across museums and attractions including sourcing external retail advice and consolidating administrative support and systems.</p> <p>Initial discussions have taken place with colleagues at Bristol Museum about changes we can make to our retail offer.</p>	<ul style="list-style-type: none"> <li><i>Complete the retail review across MonLife attractions and museums</i></li> <li><i>Review of staff roles and responsibilities to ensure focus and development of retail offer. (By November 2019)</i></li> </ul>
<p>To improve and extend income streams:</p> <p>Explore possibility of pop up/short term catering opportunities in order to inform a longer term more permanent offer. This will be done by exploring opportunities at Abergavenny and Chepstow for example ice cream tricycle, mobile coffee vans etc. in line with wider ADM activities.</p>	<p>We have explored this a little by using a local provider and MonLife is exploring options at attractions from which we can assess museum options</p> <p>We no longer propose to pursue the suggested café at Chepstow Museum due to the facility the TIC is providing.</p>	<ul style="list-style-type: none"> <li><i>Work with the Abergavenny Food Festival Team to explore their offer of curating event catering offer within the town.</i></li> <li><i>Work with Chepstow TIC to explore opportunities to work across the two sites to improve the visitor experience through the catering offer / visitor pathways</i></li> </ul>

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<p>To improve and extend income streams:</p> <p>To increase income opportunities from filming, royalties, collections image licensing, enquiries, publications.</p>	<p>We are currently reactive to this rather than proactive due to our lack of capacity to carry out administrative tasks.</p>	<ul style="list-style-type: none"> <li>• <i>Considering how these tasks can be incorporated within the review of staff roles and responsibilities (By November 2019)</i></li> </ul>
<p>To improve and extend income streams:</p> <p>Seek ways to maximise commercial opportunities beginning with the Nelson Collection.</p>	<p>Initial discussions with National Museum Royal Navy on potential of income generation using the Nelson Collection via licensing and promotional opportunities.</p>	<ul style="list-style-type: none"> <li>• <i>To be progressed as part of the proposed feasibility study.</i></li> </ul>
<p>To improve and extend income streams:</p> <p>To continue with income opportunities from school workshops, lectures, loan boxes, reminiscence boxes, guided group visits and delivering of training.</p>	<p>A Learning Assistant post has been created across museums, attractions and countryside (funded via income and grants as learning budgets have been centralised within MonLife)</p>	<ul style="list-style-type: none"> <li>• <i>Continue to work with Learning Manager. (See previous section on learning)</i></li> </ul>
<p>To improve and extend income streams:</p> <p>Develop outdoor offer at Abergavenny Castle through provision of a covered structure and an associated events programme.</p>	<p>An Events Feasibility Study was carried out in 2017 and we are following those recommendations.</p> <p>We received funding to provide a covered structure but were unsuccessful in our planning application so this project has stopped and the funding returned.</p>	<ul style="list-style-type: none"> <li>• <i>Continue to develop events programme to increase income generation and community pride.</i></li> <li>• <i>Improve infrastructure of Abergavenny Castle if considered appropriate in the future (to be assessed as part of proposed feasibility study).</i></li> </ul>

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<p>To improve and extend income streams:</p> <p>Consider re-appointment of Paper Conservator to continue with income generating service to include possible additional intern placement.</p>	<p>We considered what had been achieved with this post and concluded that it is not effective as an income generating proposition.</p>	<ul style="list-style-type: none"> <li>• <i>No further action</i></li> </ul>
<p>To improve and extend income streams:</p> <ul style="list-style-type: none"> <li>• Review museum fund-raising strategy.</li> <li>• Investigate fundraising approaches in arts and culture.</li> </ul>	<p>Set up Monmouthshire Museums Development Trust as a means of securing additional funding. A museum only model proved unsuitable so closed down.</p> <p>Set up Museum Supporters Scheme, which has been sustained but no capacity to develop.</p> <p>Introduced donation boxes in museums.</p> <p>Future fundraising now supported by the MonLife Development Officer including considering a wider assessment of MonLife's potential to contribute to the county arts and cultural offer and secure funding.</p>	<ul style="list-style-type: none"> <li>• <i>No action proposed (any future action would form part of a coordinated MonLife approach to fundraising)</i></li> <li>• <i>Consider as part of the review of staff roles and responsibilities how we can increase impetus of scheme and publicise the projects funded by donations.</i></li> <li>• <i>Participate in a wider assessment of MonLife's potential to contribute to the county's arts and cultural offer and secure funding.</i></li> </ul>
<p>To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture ADM offer.</p> <ul style="list-style-type: none"> <li>• Promote our offer more effectively to existing and potential users.</li> <li>• Carry out community evaluation and assessment of the impact of our work on their lives.</li> </ul>	<p>We are working with the MonLife marketing team to promote our offer.</p> <p>We have been invited by the Happy Museum to participate in a project with Eden Communities Project. The MonLife Heritage Strategy project will include community consultation and a consultative panel</p>	<ul style="list-style-type: none"> <li>• <i>Continue work with Marketing Team</i></li> <li>• <i>Develop proposal to work with Happy Museum/Eden Communities at Abergavenny and consult through</i></li> </ul>

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<ul style="list-style-type: none"> <li>Explore the potential of establishing partnerships with relevant departments at universities that are working on the specific subject areas that relate to our key collections and professional skills.</li> <li>Raise the profile of the collections beginning with the Wye Tour Art Collection at Chepstow Museum.</li> </ul>	<p>No current progress</p> <p>The Wye Tour room is due to open in Summer 2020 to coincide with the 250<sup>th</sup> anniversary of Gilpins Wye Tour.</p>	<p><i>the development of the MonLife Heritage Strategy</i></p> <ul style="list-style-type: none"> <li><i>Open Wye Tour room and develop associated programme for 2020 at Monmouth and Chepstow.</i></li> </ul>
<p>Contribute to a vibrant community by adapting to work in new and innovative ways.</p> <ul style="list-style-type: none"> <li>Expand volunteer base</li> </ul>	<p>The MonLife Heritage Strategy project bid includes additional volunteer opportunities for collection review, and volunteer and supporters training.</p> <p>Work is currently underway to develop a more integrated approach to volunteer pathways in MonLife and to explore future funding sources to enhance our current volunteer offer and create new opportunities that will increase our volunteers workforce .</p>	<ul style="list-style-type: none"> <li><i>Deliver volunteer and training opportunities via the MonLife Heritage Strategy project</i></li> <li><i>Participate in the development of new volunteer pathways as part of the MonLife approach</i></li> <li><i>Include volunteer accommodation and facilities within the proposed feasibility study to support volunteering at all sites</i></li> </ul>
<p><b>Guiding Principle</b> Please note these items below came under our Guiding Principle section rather than under our 2 main strategic aims.</p>		
<p>Provide greater opportunities for Monmouthshire's residents and visitors to engage with arts and culture.</p>	<p>There is ongoing occurrences of this through our longstanding outdoor theatre performances. This has been developed further since our Events Feasibility Study through increased</p>	<ul style="list-style-type: none"> <li><i>Continue partnership with Abergavenny Food Festival, AM Festival and Abergavenny Arts Festival.</i></li> </ul>

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<ul style="list-style-type: none"> <li>• To make contact with Monmouthshire wide arts, groups, practitioners, venues, festivals.</li> <li>• Work with arts providers to establish a variety of information channels for coordinating and disseminating information about Monmouthshire's arts and culture offer.</li> <li>• Develop relationships with arts and culture providers.</li> <li>• Strengthen programme of cultural activity at our sites</li> <li>• Create opportunities to support the Cultural Learning Plan.</li> </ul>	<p>performances, introduction of a Silent Disco and the close partnership working with the Abergavenny Arts Festival.</p> <p>A first successful sculpture exhibition took place in the castle grounds as part of the Arts Festival in 2018.</p> <p>Further artistic programming took place in 2018 &amp; 2019 as part of the Arts Festival with the castle as a key location.</p> <p>New projects are booked with Dance Blast and the Suitcase Theatre/Melville Theatre for 2020</p> <p>MonLife's is commencing a wider assessment of its potential to contribute to the county arts and cultural offer</p>	<ul style="list-style-type: none"> <li>• <i>Work with new Manager at Borough Theatre to investigate potential partnerships.</i></li> <li>• <i>Investigate potential for further work with Light Ladd and Emberton (Silent Disco)</i></li> <li>• <i>Assess and if appropriate build on new partnerships with Suitcase Theatre and Dance Blast.</i></li> <li>• <i>Participate in a wider assessment of MonLife's potential to contribute to the county's arts and cultural offer</i></li> <li>• <i>Continue partnership with Abergavenny Food Festival, AM Festival and Abergavenny Arts Festival.</i></li> </ul>
<p>Raise the profile of Monmouthshire's arts, heritage and cultural offer in a National context.</p> <ul style="list-style-type: none"> <li>• Use the Arts and culture communication and promotion network to work with national media (print and online) to promote offer at a UK level.</li> <li>• Encourage the development of artistic and cultural endeavours unique to Monmouthshire.</li> </ul>	<p>MonLife's is commencing a wider assessment of its potential to contribute to the county arts and cultural offer</p>	<ul style="list-style-type: none"> <li>• <i>Participate in a wider assessment of MonLife's potential to contribute to the county's arts and cultural offer</i></li> </ul>



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<p>Enable support for the artistic community</p> <ul style="list-style-type: none"> <li>• Use the Arts and culture communication and promotion network to set up contacts between practitioners and venues/events/festivals</li> <li>• Assist funding efforts of arts and culture providers e.g. crowdfunding, grant applications.</li> </ul>	<p>MonLife's is commencing a wider assessment of its potential to contribute to the county arts and cultural offer</p>	<ul style="list-style-type: none"> <li>• <i>Participate in a wider assessment of MonLife's potential to contribute to the county's arts and cultural offer</i></li> </ul>
<p>Promote opportunities to create public art within Monmouthshire</p> <ul style="list-style-type: none"> <li>• Work with town teams, community groups etc. to encourage and develop projects which include artistic endeavours.</li> </ul>	<p>Support of Abergavenny Arts Festival.</p> <p>Ongoing involvement in public art through the town in Chepstow, via specific 2018 commemoration projects at Monmouth and Abergavenny.</p>	<ul style="list-style-type: none"> <li>• <i>Consider these tasks in the future as capacity grows.</i></li> <li>• <i>Participate in a wider assessment of MonLife's potential to contribute to the county's arts and cultural offer</i></li> </ul>