

# **Monmouthshire Museums**

## **Forward Plan**

**2017-2022**

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## Executive Summary

This Forward Plan sets out the strategic objectives of Monmouthshire Museums for the period January 2017 – January 2022. It sets out our intention to meet the challenges of the 21st Century and make a positive contribution to the lives of the people of Monmouthshire and to those visiting the county, both physically and virtually. It will ensure current and future generations can enjoy and access heritage, collections, arts and culture by protecting and conserving artefacts and built heritage and promoting and nurturing the arts.

To reflect our changing circumstances we have a revised Statement of Purpose:

- *Vision – Inspiring a passion for Monmouthshire.*
- *Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.*

There are two key strategic aims:

*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*

This would be achieved by converting a suitable space under one roof to create a 'Collections Centre' and public exhibition area, financed through a major capital funding bid. Currently Monmouth locations are under consideration. In this space staff would be centralised, alongside provision of publically accessible storage, research facilities, learning areas, conservation lab/workshops and community/ volunteer spaces. In addition to this there is the potential for public displays of the Nelson Collection and Monmouth History. The best case scenario would be for this to be in the same building, if space allows, to enable most efficient and economical use of staff, buildings and resources. At the moment options are under consideration.

As part of the capital bid, proposals will be included to maintain, adapt and improve the two existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county. Consideration has also been given within the plan to the visitor offer relating to Caldicot Castle.

*Strategic Aim 2        To ensure we have a resilient and sustainable service.*

This would be achieved by improving and extending our income streams; increasing and widening our user base and raising awareness of the Museums offer; whilst contributing to a vibrant community by adapting and working in new and innovative ways.

Our guiding principle will be to further encourage the flourishing of museums, heritage, arts and culture in Monmouthshire.

Within the plan we have considered how we would incorporate the views of the public, audience development, learning, customer care and financial resources.

## **1.0 Introduction**

- 1.1 This Forward Plan sets out the strategic objectives of Monmouthshire Museums for the period January 2017 – January 2022.
- 1.2 It will be reviewed annually, with the first review scheduled to be held in March 2018. This date will tie in with the annual service improvement planning process.
- 1.3 Monmouthshire Museums has aspirations to widen its remit to cover arts and culture alongside museums and this forward plan has been written with that in mind.

## **2.0 Statement of Purpose**

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing museums, heritage, arts and culture alive with our communities and visitors.

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*

Strategic Aim 2            *To ensure we have a resilient and sustainable service.*

### Guiding Principle

- To further encourage the flourishing of museums, heritage, arts and culture in Monmouthshire.

### Core Values

- Museums are responsible for the stewardship of collections
- Museums are places of individual and institutional integrity with good governance in place.
- Museums are places for public engagement and public benefit

### Guiding Direction

As a 21st century organisation we are involved in a variety of National Strategic Objectives:

- Wellbeing of Future Generations Act
- Museums Accreditation
- Tackling Poverty through Culture
- Museums Strategy for Wales
- Creative Learning through the Arts
- Social Care & Wellbeing Act
- National Curriculum for Wales
- Curriculum Cymraeg
- Curriculum for Wales, Curriculum for Life

### **3.0. Our Museums**

Across the UK investment in museums, arts and culture is being used as a means of increasing footfall and investment into town centres and more widely bringing about social and economic transformation.

Our museums are situated in areas which offer a wide range of opportunities for our communities and visitors and potential future development. All of them are housed within interesting and historic buildings which due to our presence are maintained and accessible to the public.

At Abergavenny Museum and Castle there is access to outdoor space within an historic space/scheduled ancient monument which is an important community facility and which by virtue of being a castle naturally attracts visitors. The town has good railway links.

At Chepstow the museum is situated in an important historic town house in close proximity to other cultural sites – Chepstow Castle, the Tourist Information Centre and the Drill Hall. The town has excellent road, rail and bus links.

At Monmouth the museum is situated within the main shopping area. It occupies part of a large historic building which could be altered to provide a publically accessible centralised collection as well as Nelson/Monmouth display space. In the longer term and as a wider project it could become a significant cultural site with potential future development for the slaughterhouse arches for sympathetic arts related business and food and drink offers. However the Authority are also currently considering the wider use of its capital assets base, so alternative sites are likely to include the Rolls Hall in Monmouth for the Collections Centre and the Shire Hall for the Nelson/Monmouth display space. All sites will be considered as part of a feasibility process and conclusions drawn.

#### **3.1 Abergavenny Museum and Castle**

Abergavenny Museum was opened in 1959 thanks to a group of local volunteers. The museums has remained at the heart of the town, developing strong links with community organisations. Today visitors are offered the opportunity to view diverse local collections in an historic building and loans of international importance within a modern gallery space. Collections are focused on the history of Abergavenny and district. There are strong archaeological and costume collections. Social history items of particular note include Whiskey the Turnspit dog and items relating to Lady Llanover, Father Ignatius and the Llanthony Valley. The museum within the castle grounds provides both a glimpse into a rich and varied past and an opportunity for people to gather and celebrate their future.

#### **3.2 Chepstow Museum**

Chepstow Museum was established by the Chepstow Society in 1949 in the tiny room above the Town Gate. It found new and bigger premises in the Old Board School in Bridge Street in 1967 and transferred to the care of Monmouth District Council in 1976. It first opened in its third home Gwy House, formerly Chepstow & District Hospital, in 1983 on a limited scale gradually extending displays as funding was achieved, most recently giving Chepstow a gallery in which loans from the UK's National Museums can be shown. The Museum is rooted deep in the community, working with many groups to foster not only an interest in the past and a sense of continuity but to enliven the cultural and educational life of the town. Through exhibitions and events we reflect special moments in Chepstow's history. The collections are focused on the history of Chepstow and district, most recently building a nationally significant collection of art relating to the Wye Valley and the Wye Tour.

### **3.3 The Nelson Museum and Local History Centre, Monmouth**

The Nelson Museum and Local History Centre, Monmouth was opened in April 1924, following the bequest to the town of Monmouth of Lady Llangattock's important Nelson collection. This is an extensive and world class collection. In 1969 the museum was moved to its present site in the town, at which time a local history centre was added. The collections relating to Monmouth and the surrounding area have as their foundation the archives of the old Borough of Monmouth. This local archive is reinforced by a local history reference collection, a newspaper archive and photographs, paintings, prints and maps. A special collection within the local material relates to the Rolls family, of Rolls Royce fame.

### **3.4 Caldicot Castle Collection**

Since 2010 Museums has been responsible for the collections at Caldicot Castle only (prior to this the Authority had responsibility for the castle as well). When the Chepstow Rural District Council purchased Caldicot Castle from the Cobb family in 1963, they also acquired a quantity of furniture, fittings, costume and other decorative objects which the family has used to furnish the Castle while it was their home (from the 1880s - 1940s). Another aspect of this collection reflects a major object of interest of the two generations of Cobbs - HMS Foudroyant – Nelson's flagship and its successor. This core collection became the nucleus of the Museum's collections. The existing range of the collections has attracted further additions - furniture for the Castle, costume and Foudroyant material.

### **3.5. Central Store in Caldicot**

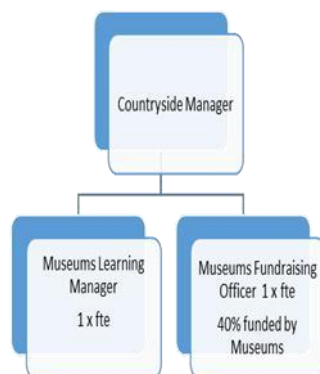
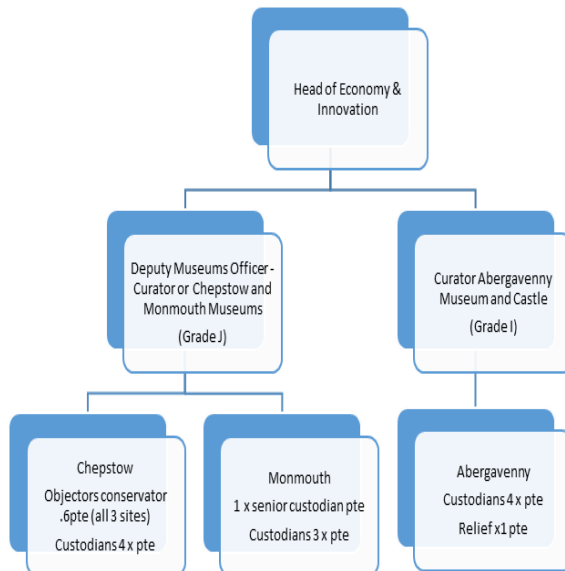
Since 2011 larger items and less sensitive material from the collections have been stored off site in a basic industrial unit. The unit serves only as museum storage accessed by staff only and does not have the potential to become a more publically accessible space.

## **4. Current Position**

- 4.1 Monmouthshire Museums operates as part of the Tourism, Leisure and Culture Section within Monmouthshire County Council's Enterprise Directorate. Other services sitting alongside the Museum Service include Tourism, Countryside and Leisure. This grouping provides the Museum with mutually supportive services that share in the broad objectives of attracting visitors to Monmouthshire, and of increasing the quality of the wellbeing and cultural offer to both visitors and residents. Monmouthshire Museums comprises of sites in Abergavenny, Chepstow and Monmouth and the collection at Caldicot Castle.
- 4.2 In 2014, Amion Consulting were commissioned to undertake a comprehensive review of the future options for MCC's Cultural services. The purpose of the review was to identify future delivery options with an overall objective of improving, sustaining and developing local services to enable them to become more self-reliant and resilient. During the review in June 2015, it became apparent that cultural services overlapped many of the wider tourism, leisure and culture services so rather than view cultural services independently, it made sense to view the inter-dependencies at a service wide and local level.
- 4.3 In October 2015, independent experts Anthony Collins were appointed to undertake supplementary work needed to consider future delivery options for the wider Leisure, Events, Youth and Outdoor Leisure services, In October 2016, MCC Cabinet approved the principle recommendation made by Anthony Collins to establish a new Alternative Delivery Model (ADM) based on a flexible group structure. As part of their analysis and due diligence activities, Anthony Collins concluded that there was a significant amount of transition work to be undertaken with the Museums Service prior to their full consideration for transfer into the ADM. This Forward Plan reflects the work required with a view to Monmouthshire Museums joining the ADM at a later date.
- 4.4 Monmouthshire Museums employs 11 FTE staff. This comprises three officers - a Deputy Museum's Officer/Curator, Chepstow Museum; a Curator, Abergavenny Museum and a part time Objects Conservator and a vacant FT Paper Conservator. Alongside these

officers are a team of paid Custodians/Visitor Services Assistants, including a Senior Custodian. There is additional input from a Learning Officer and Fundraising Officer who both work across the wider grouping of Tourism, Leisure and Culture. The museums operate in the main as three separate sites although there is increasingly more work carried out across sites.

### Currently occupied posts



4.5 There are 44 volunteers working at the museums who collectively contributed 4800 hours during 2015/16.

4.6 The total budget for 2016/17 is £424,960. This is made up of £302,814 from MCC and £122,146 in self-generated income. The over spend for 15/16 was £49,317 and the predicted overspend for 16/17 is currently expected to be around the same amount. A plan to eliminate the predicted overspend by reducing the hours that the museums are open to the general public is presented separately. These hours do as far as possible take into account the needs of modern visitors.

4.7 The museums have benefitted from awards from a range of external funding streams over a long period of time for both capital works and revenue projects.

4.8. During 2015/16 the Museum Service recorded a total of 62,418 visitors across all sites.

4.9 Service Analysis:

Where are we now?	
<p><b>Positives to build on:</b></p> <ul style="list-style-type: none"> <li>• Major contributors to local cultural life</li> <li>• Interesting and local collections which give us the ability to tell comprehensive stories.</li> <li>• Some collections of National importance.</li> <li>• Good practice in collections management;</li> <li>• Ability to display loans from national museums and other major collections in suitably converted galleries at Chepstow and Abergavenny.</li> <li>• Partnerships with national museums and others</li> <li>• Some recent updating of long term displays.</li> <li>• A creative and professional team.</li> <li>• High level of commitment &amp; passion from staff;</li> <li>• Developing relationships with our communities.</li> <li>• Good locations / site destinations for visitors</li> <li>• Publically accessible outdoor space at Abergavenny.</li> <li>• Good track record of accessing grant funding</li> </ul>	<p><b>Challenges to accept or overcome:</b></p> <ul style="list-style-type: none"> <li>• Service overstretched</li> <li>• Not enough core staff to fulfil potential</li> <li>• Opening hours don't meet visitor needs.</li> <li>• Storage space and access to collections is compromised.</li> <li>• Limited learning space available.</li> <li>• Limited volunteer space available</li> <li>• No public research space at Abergavenny and Chepstow and limited at Monmouth.</li> <li>• Not enough sharing of expertise and resources across the sites.</li> <li>• Museums are considered by the public to be separate entities.</li> <li>• Individual marketing of sites.</li> <li>• Some displays need to be updated to ensure they remain relevant and accessible.</li> <li>• Grant funding for specific one off opportunities can be time consuming.</li> <li>• Lack of charitable status means many funding opportunities are not available.</li> <li>• Uncertainty around the future role of the Learning Officer and Fundraising Officer in museums.</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Bringing collections, heritage, arts and culture together.</li> <li>• Cross county museum service sharing expertise and knowledge.</li> <li>• Publically accessible stores, research and conservation facilities.</li> <li>• Capital investment to bring about a centralised museum service with an income generation potential that works across the county.</li> <li>• Updated galleries focussing on the unique historic and contemporary stories of</li> </ul>	<p><u>Key Risks</u></p> <ul style="list-style-type: none"> <li>• Lack of investment means museum offer cannot keep up with changing user expectations.</li> <li>• Assets require capital investment in order to increase income potential.</li> <li>• Further revenue cuts and uncertainty of funding.</li> <li>• Increased competition and reduced level of value of external grant funding available.</li> <li>• Increased competition from other providers from income generation opportunities.</li> <li>• For the future vision of a more robust service with additional</li> </ul>



<p>people and places in Monmouthshire</p> <ul style="list-style-type: none"> <li>• Develop our digital offer to provide a Monmouthshire wide heritage portal to tell stories in locations across the county.</li> <li>• Opportunity to be a key service in the delivery of the Well Being for Future Generations Act.</li> <li>• Increasing income generating opportunities.</li> </ul>	<p>core staff a Museum Officer type post is needed to ensure leadership at museum service level.</p> <ul style="list-style-type: none"> <li>• Lack of sufficient core staff.</li> <li>• Managing change amongst front of house staff.</li> <li>• Loss of opening hours that match modern day living due to budget savings.</li> <li>• Limited contemporary collecting due to resources means we lack the ability to tell stories relevant to our current communities and future generations.</li> <li>• Competition from other visitor attractions within the local area;</li> <li>• Lack of visitor analysis data</li> <li>• Lack of evidence about the impact that we have on our visitors.</li> <li>• Outdated technology.</li> </ul>
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## 5.0. **Future Transformation**

### 5.1. Strategic Aim 1 (Appendix 1 – Action Plan)

***To create a cross-county museum offer to encourage a sense of pride and community identity.***

5.2. This would be achieved by converting a suitable space to create a ‘Collections Centre’ financed through a major capital funding bid. In this space staff would be centralised, alongside provision of publically accessible storage, research facilities, conservation lab/workshops and community/ volunteer spaces. In addition to these areas there is potential for it to include public display areas for the Nelson Collection and Monmouth History.

### 5.3. **What a new 'Collections Centre' would mean**

A 'Collections Centre' sometimes known as an 'Open Store' enables our stored collections which are currently inaccessible, accessible. This facility will show collections in a way that complements our public displays. Visitors will be able to see artefacts that directly relate to their own history, communities and interests. This will enable our communities and visitors to actively engage with collections, have the opportunity to participate more in their museums, understand the value of objects not on public display and have an increased pride in their history.

With a newly designed and created store we will be able to combine improved standards of collection care with public access. This will give people an experience of 'behind the scenes' and an understanding of how museums work. They will be able to see how we care for the collections we have been entrusted with and appreciate the scale and nature of our collections.

A popular model in those museums that have open stores is access by guided tour. We would work with trained volunteer guides, and aim to advertise tours at regular pre-appointed times. Museum staff could also give special themed tours.

The 'Open Store' premises will also provide facilities where the museum team will be located alongside public research facilities, conservation workshops, exhibition preparation areas and community /volunteer spaces. This combination of areas in one building will enable museum staff to efficiently fulfil their role across the county, acting as a centre for knowledge, long term steward of artefacts and community facility.

### 5.4. We will undertake a feasibility study to assess the following:

- A location for the Collections Centre which, following an initial assessment, is likely to be either the Market Hall or the Rolls Hall in Monmouth.
- A location for public displays relating to Nelson and the history of Monmouth and surrounding area likely to be either with the Collections Centre or will be used to add value to the current visitor offer at Shire Hall.

(NB: An initial buildings options appraisal considering the suitability of existing sites and others has been carried out see Appendix 4.)

### 5.5. **What would this mean for the other museum sites?**

As part of the capital bid, proposals will be included to maintain, adapt and improve the two existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county. Each site has an important social, economic, cultural and educational role within their communities. Together they combine to tell the story of Monmouthshire and what makes it unique.

Centralising facilities in Monmouth would free up space at Abergavenny Museum and Castle and Chepstow Museum. This will provide an opportunity to increase the community use and income generation potential. At either/both venues it would offer: Improved customer service offer e.g. retail and refreshment areas as appropriate.

- Proper storage facilities for retail stock, event facilitation, tools and equipment for grounds etc.
- Improved interpretation suitable for a variety of learning styles at all sites.
- Suitable areas for learning activities and proper storage for learning resources to ensure learning is embedded within the museum, arts and cultural offer.
- Improved volunteer working areas
- DDA issues to be addressed

At each of the sites it would offer the following unique possibilities:

## 5.6 **Abergavenny Museum and Castle**

Released spaces here are individually quite small with restricted access - but wonderful views! Some of these rooms would make desirable artist's studios which could be rented out, which would contribute to the new agenda of the service with a wider Arts and Culture remit. This use would provide another income stream for the service.

The main impetus at Abergavenny to address promotion of arts and culture is to focus on the atmospheric outdoor space within the castle walls. The grounds are already used for outdoor theatre, food festival, some music events as well as re-enactments. Increasing this use also increases the possibilities of bad weather affecting the events and their financial viability.

Providing a covered space would not only offer some security against the elements but could make an interesting and attractive venue for weddings and other functions, corporate or private. A traditional timber framed structure is currently being investigated alongside improvements to the infrastructure within the castle grounds.

A programme of events for the summer would be developed. One proposal under current investigation is a regular weekly evening at the Castle with music and food providers – so that the Castle becomes a recognised destination as a lively place to meet, eat and enjoy cultural encounters. In the shorter term, and in order to trial this idea next summer, plans are being explored to use a large marquee and work with the marquee company to accommodate weddings or other functions.

## 5.7 **Chepstow Museum**

At Chepstow Museum space would also be released by the centralisation not only of stores but also of the Conservation laboratories and Workshops.

DDA issues can be addressed through the provision of a lift – which could only be achieved at the rear of the building. This would necessitate creating new enclosed areas which could be used potentially as a café or meeting / learning area or additional gallery space.

Developments which will further the arts and cultural offer could include a community gallery space – dedicated to showing work by 'local' artists, professional and amateur. Artists would be encouraged to curate or assisted with curating, and to manage their own exhibition, steward it etc. Selling exhibitions would be income generating (commission for venue). There isn't currently a space for local artists to use in the area.

Space for seminar / small scale lecture area for classes. Dedicated and appropriately equipped space(s) where regular arts/crafts/ skills workshop sessions could be run. These would be delivered by paid facilitators. They would be aimed at an adult audience for weekday daytime, teaching various art / making skills, providing opportunities for people to participate in creating and learning new skills. At the weekends these could be family focussed workshops. Workshops and seminars would be income generating/would cover costs.

More appropriate gallery aimed at family orientated discovery space and things to make and do activity area for young children.

#### 5.8 **What this would mean for Caldicot Castle?**

Currently collections are held at Caldicot Castle so bringing together all collections at a central Collections Centre will also have an impact at this site. There is currently limited interpretation and access to collections at Caldicot Castle, but environmental conditions are not of museum standard and it is the opinion of Museum Staff that this is putting the Caldicot Collections at risk. However it is important that residents and visitors to Caldicot can access the local collections. As Monmouthshire Museums only have responsibility for the collection, final decisions must be made in conjunction with the community and the wider future plans for the Caldicot Castle Site. It is however the recommendation of this report that consideration is given to the movement of some of the collections from Caldicot to the Collections Centre alongside those from the other sites. Enhanced public displays of these items can then take place at suitable sites within the town of Caldicot or at Caldicot Castle assuming appropriate improvements can be made to the display spaces. Funding for either of these options could be included either as part of the major capital bid required to take forward the recommendations in this section or as part of wider proposals to improve the space at Caldicot Castle.

#### 5.9 Strategic Aim 2 (Appendix 1 – Action Plan)

***To ensure we have a resilient and sustainable service.***

- To improve and extend our income streams
- To increase and widen our user base and raise awareness of Monmouthshire Museums.
- To contribute to a vibrant community by adapting to work in new and innovative ways.

Specific actions are detailed in Appendix 1 as to how we aim to continue to improve and extend our income streams and the resulting resilience of the service.

#### 5.10 **Guiding Principle**

The guiding principle within this plan is to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire. As Monmouthshire Museums we are well established in carrying this out in relation to heritage and collections. Whilst our work promoting arts and culture is currently less formalised. Although our main focus will be on the two strategic aims outlined above we see there being an important opportunity to widen our remit to include arts and culture. This will:

- Provide greater opportunities for Monmouthshire's residents and visitors to engage with arts and culture.
- Raise the profile of Monmouthshire's arts, heritage and cultural offer in a National context.
- Enable support for the artistic community
- Promote public art within Monmouthshire

We have outlined an action plan (See Appendix 2) to take these ideas forward but Strategic Aims 1 and 2 will take precedence.

## 6.0 Consultation & Analysis of Views

- 6.1 The views we seek currently relate to front facing activities and do not embrace the full range of the work the museum carries out. In shaping its current and future service we will take into account the views of our users and communities.
- 6.2 To find out more about our current users we record information relating to demographics. This includes whether they are residents or visitors to the area, their postcode, adult or child, coming as a school group or part of another other visiting groups.
- 6.3 We use a variety of methods to collect information. These include face to face discussion on entry, evaluation forms - usually for specific exhibitions, or events, course attendance sheet, comments from schools, visitor books which are always available for comments.
- 6.4 A Monmouthshire wide survey carried out across Tourism, Leisure and Culture Services which took place in August 2016 revealed the following comments about what was important:
- 33% said 'Museums need to be interesting and educate people'*  
*23% said 'Information is available and relevant'*  
*21% said 'History should be preserved and shared with everyone'*  
*14% said 'Important that museums stay free'*  
*14% said 'Being able to learn about local history locally'*
- 6.5 The Monmouthshire wide survey confirmed to us that there was a lack of visitors in the 16-30 age group. From previous non visitor surveys and gallery based observation of visitors we have also identified a lack of visitors in their over 80s and at some sites very young children i.e. under 3s. Our visitor profile is more middle aged and younger older people and family groups.
- 6.6 Our break down of visitors at each sites using most recent annual records is:
- Abergavenny – 25791 visitors. 66% come from outside of the area. 11% local residents. 20% are children and 3% attend specific museum events.
  - Chepstow – 18843 visitors. 58% come from outside the area. 25% local residents. 17% are children.
  - Monmouth - 17784 visitors. 68% come from outside of the area. 20% local residents. 12% are children.
- 6.7 We lack evidence relating to our impact on our visitors.

## 7.0 Audience Development

- 7.1 We are committed to ensuring we have a resilient and sustainable service and developing new audiences as well as encouraging repeat visits from existing service users is a key part of this.
- 7.2 We realise that our data is lacking and we need to improve our collection and analysis.
- 7.3 Our work to create a cross-county museum offer will encourage a sense of pride and community identity and work to transform pre-conceptions that still surround museums. We will consult with our users and communities to develop the capital bid to ensure that their needs are at the heart of the bid.
- 7.4 By widening our remit to allow us to encourage the flourishing of arts and culture in Monmouthshire we have the potential to attract different audience segments.
- 7.5 It is important that we raise awareness of Monmouthshire Museums in order to promote our offer more effectively to existing and potential users. This will be done by raising

awareness of a coherent programme of exhibitions, events and opportunities across Monmouthshire.

7.6. Monmouthshire Museums has an important and valuable role to play in the key area of tourism development which is a major industry in the community. Close links exist with Monmouthshire's Destination Development Plan. The main links are to Programme 2: Town & Village Visitor Experience Development Programme 4: Food Tourism Development and Programme 5: Festivals development, using events to boost off peak demand and capitalising on the opportunities to host high profile events at key heritage sites. The role of Monmouthshire Museums includes improving the experience of the town for visitors by helping to interpret its stories and with a wider arts remit staging/promoting events.

7.7 Monmouthshire Museums responds wherever possible to participate in, generate events and activities for, and help to raise the profile of, local initiatives from public bodies, local groups and organisations. This includes local priorities defined by the Town Councils, Town Teams, Marketing and Festival groups etc.

## **8.0 Learning**

8.1. A range of learning opportunities are currently offered which include formal learning delivered by museum staff with assistance from volunteers, Informal gallery based activities self-led by the user and family holiday activities, reminiscence sessions and school loan boxes. A varied range of informal learning opportunities includes, day schools and talks by subject specialists; workshops to learn new skills; courses of lectures by specialist tutors in appropriate subjects; cultural coach trips to see exhibitions/collections/ sites related to specific exhibitions or courses, with guided tours by their curators etc.

8.2 The aim is to ensure learning is embedded within the museum, arts and cultural offer. This will include formal school-age learning; supporting the wellbeing of the older generation through informal learning; attracting visitors to Monmouthshire through learning opportunities and encouraging different groups to work together to contribute to cross generational understanding. There is currently a learning audit being carried out as part of the activities regarding the developing Alternative Delivery Model for Tourism, Leisure and Culture Services, the results of this will inform the development of a learning plan of which will museums will be a key part. The widening of the service remit to include arts will enable us to provide a broader range of these learning opportunities through the Welsh Government/Arts Council Creative Learning Plan.

## **9.0 Customer Care**

9.1. Monmouthshire Museums have a well-developed culture of customer care. The Customer is at the heart of everything and everyone is treated fairly, recognising the different needs people may have. Staff follow the Customer Care Standards set out by Monmouthshire County Council which sets out guidelines of responding to enquiries, compliments and complaints in an appropriate and timely manner.

9.2. Front of house staff receive customer care training as a core part of the induction process. Policy is that all visitors are individually greeted by a member of staff and the layout of the museum is explained to them. Monmouthshire Museums are participants of the VAQAS scheme and aim to meet all recommendations that are made as part of the membership process. Any complaints are dealt with at the time or later by the Curator as appropriate. An internal policy has been established to ensure public enquiries are answered promptly.

9.3. Staff have local knowledge re facilities in the area, for example directions to public transport facilities, places nearby where refreshments can be bought, other local attractions. This knowledge is shared with visitors where appropriate.

9.4. All material is produced bilingually – Welsh/English.

9.5. Some staff have participated in Dementia Friends training, the aim is to roll this out across the service.

## 10.0 Financial Resources

10.1 The total budget for 2015/16 for Monmouthshire Museums was: £441,848. This was made up of £322,389 from MCC with a £119,459 income generation target. The actual income generated was £91,478 resulting in a £49,317 deficit.

10.2 The total budget for 2016/17 for Monmouthshire Museum Service is: £424,960. This is made up of £302,184 from MCC and a target of £122,147 in self-generated income.

10.3 A basic budget breakdown for 2016/17 is:

<u>Annal4(T)</u>	<u>L131</u>	<u>L133</u>	<u>L135</u>	<u>L136</u>	<u>L137</u>	<u>Amount</u>
	<u>Museums General</u>	<u>Abergavenny</u>	<u>Chepstow</u>	<u>Monmouth</u>	<u>Conservation Service</u>	
	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
Employees	18,730.29	95,916.70	102,210.61	64,323.13	63,318.74	344,499.47
Income	-29,343.68	-17,667.18	-20,058.79	-6,016.95	-18,391.67	-91,478.27
Premises	15,256.71	18,994.81	22,510.17	13,009.22	0.00	69,770.91
Supplies & Services	13,197.86	13,102.23	11,986.20	6,094.23	4,534.11	48,914.63
<b>TOTAL</b>	<b>17,841.18</b>	<b>110,346.56</b>	<b>116,648.19</b>	<b>77,409.63</b>	<b>49,461.18</b>	<b>371,706.74</b>
<u>Annal4(T)</u>	<u>L131</u>	<u>L133</u>	<u>L135</u>	<u>L136</u>	<u>L137</u>	<u>Amount</u>
	<u>Museums General</u>	<u>Abergavenny</u>	<u>Chepstow</u>	<u>Monmouth</u>	<u>Conservation Service</u>	
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Employees	15,348.00	93,583.00	106,159.00	74,388.00	67,258.49	356,736.49
Income	-38,600.00	-6,460.00	-12,600.00	-1,800.00	-50,000.00	-109,460.00
Premises	15,056.00	17,647.00	21,911.00	15,994.00	0.00	70,608.00
Supplies & Services	3,192.00	3,016.00	2,464.00	1,632.00	4,200.00	14,504.00
Third Party Payments	0.00	-3,333.00	-3,333.00	-3,333.00	0.00	-9,999.00
<b>TOTAL</b>	<b>-5,004.00</b>	<b>104,453.00</b>	<b>114,601.00</b>	<b>86,881.00</b>	<b>21,458.49</b>	<b>322,389.49</b>
<b>Over/Under Spend</b>	<b>22,845.18</b>	<b>5,893.56</b>	<b>2,047.19</b>	<b>-9,471.37</b>	<b>28,002.69</b>	<b>49,317.25</b>

## 11.0 Review Dates

11.1 This Forward Plan will be reviewed annually with the first review scheduled to take place in March 2018 as part of the Service Improvement Plan Process.





## Appendix 1, Action Plan, 2017 – 2022

### Strategic Aim 1

#### Future Museums 2016

**Vision** – Inspiring a passion for Monmouthshire:

**Mission** - Bringing heritage, collections, arts and culture alive with our communities and visitors.

Our guiding principle will be to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the wider Tourism, Leisure and Culture Service/proposed Alternative Delivery Model Offer.

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					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
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.	Get agreement to carry out conversion of suitable space.  Develop a major capital bid to realise the actions detailed above and in section below. (This should include provision for project staffing, community consultation and proposals such as an learning plan, interpretation plan, audience development plan, community engagement plan etc.)	Museum staff based at the central location in Monmouth. (Front of house staff would continue to be based locally).	Improved communication and co-ordinated working.	Begin following approval from senior Staff & Councillors. Dependent on council commitment to building and project.  Consultation with communities and users.  Prepare and submit pre-application for capital bid, if permission received. Phase 1 application to prepare detail	Council permission received  HLF Permission given to proceed.  Phase 1 application - Grant awarded (if rejected rework and resubmit)  Phase 2 application - Grant awarded (if rejected rework and resubmit)  Successful completion of project.
		Following necessary consultation collections moved from off-site store in industrial unit in Caldicot and on site stores at Abergavenny Museum, Chepstow Museum and Caldicot Castle. This creates a centralised store in Monmouth and enables collections to	Improved collections care.  Our communities and visitors can actively engage with collections, leading to an increased pride in their history.	Phase 2 application Bid to include project posts, equipment and materials to facilitate move and re-organisation.  Bid to include updating/creating display space on all sites to enable county wide access  It is likely the earliest this project would reach completion is 2022. (Rejections	

		<p>be effectively stored according to material type.</p>		<p>in the grant process and reapplications are a normal part of the process and could delay this date.)</p>	
		<p>New and improved museum storage equipment appropriate to collection type and viewable by the public.</p>	<p>Environmental control for stores focused in one place so more energy/ environmentally and cost efficient.</p>	<p><u>For grant requests under £5m</u> Initial application deadlines •15 June 2017 (decision September 2017) Autumn and Winter dates TBA</p>	
		<p>Research areas available for staff, volunteers and public to access collections, archive and reference material.</p>	<p>Easy and open access which can be shared with the public.</p> <p>Our collections can be better utilised by all users. This will lead to improved knowledge of our collections.</p>	<p><u>Grant requests of £5m and over</u> Phase 1 - 1 Dec 2017 (Decision April 2018)</p> <p>NB: Other fundraising would be required alongside major grant.</p>	
		<p>New and improved conservation facilities increase our ability to care for and conserve our collections with our communities.</p>	<p>Greatly improved facilities will mean a better experience for users.</p> <p>Better cared for collections which increase our ability to display items.</p>		

		<p>New and improved conservation facilities to include sufficient staff and space for training interns/work experience/volunteers/apprentices.</p>	<p>Relationships developed with conservation training courses at various institutions.</p>	
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			<p>Providing opportunities for new members of the profession.</p> <p>Potential to develop training possibilities e.g. mount making.</p>	
		<p>Suitable space to offer a paper conservation service.</p>	<p>Increased income generation opportunities.</p>	

<p>Appropriate space for the community and volunteers to work with us.</p>	<p>Museum space is seen as an integral and relevant part of our community.</p> <p>A sense of pride and ownership in Monmouthshire's history is developed.</p> <p>Involvement by the community encourages their commitment to the future of the service</p>
<p>Improved public exhibition space to tell the stories of Nelson and Monmouth's history.</p>	<p>Exploration of aspects of Nelson's life story that are not told in the other UK sites. (The Man behind the Hero)</p> <p>Better understanding of stories unique to Monmouth.</p>

<p>As part of the capital bid detailed above maintain, adapt and improve existing museum locations in Abergavenny and Chepstow to ensure access to Arts, Heritage and Culture across the county (NB See buildings options appraisal)</p>	<p>Identify opportunities for released space at Abergavenny and Chepstow created by centralising facilities at Monmouth.</p>	<p>Released spaces used differently to create opportunities for:</p> <p>Income generation and community participation. e.g. Artist studios, community art gallery, selling space for artists/makers</p> <p>Suitable areas for learning activities and proper storage for learning resources.</p> <p>Improved customer service offer e.g. retail and refreshment areas as appropriate.</p> <p>Proper storage facilities for retail stock, event facilitation, tools and equipment for grounds etc.</p>	<p>Increased income potential.</p> <p>Greater community involvement with our sites.</p> <p>Greater opportunities for learning activities at all sites for all ages.</p> <p>Increased income. Better visitor experience.</p> <p>Better organisation and efficient running at each site.</p>	<p>Dependent on success and timings of overall capital bid (see above)</p>	<p>Dependent on success and timings of overall capital bid (see above)</p>
	<p>Work on key historical stories to develop into displays, events, web based resources and publications.</p>	<p>Improved interpretation suitable for a variety of learning styles at all sites.</p>	<p>Better understanding of the distinctive stories of Monmouthshire</p>		

	Identify ways of improving access for visitors with additional needs at all sites.	<p>More areas at each site accessible to those with mobility issues.</p> <p>Appropriate equipment to enable visitors with visual and hearing impairments to access all sites.</p> <p>Appropriate interpretation for a range of needs and reading abilities.</p>	Wider audience able to access our sites.		
To create a virtual platform for Monmouthshire Museums as part of wider Alternative Delivery Model offer (ADM).	Explore possibilities of a single Monmouthshire Heritage portal that brings together museums, heritage and arts data, records, images etc.	Collections, heritage and arts information online for remote and cross county access.	<p>Provide greater access to Monmouthshire's history through the development of a digital offer detail.</p> <p>Provide opportunity to access history at sites across the county – in towns and villages.</p> <p>Increase heritage/cultural tourism.</p> <p>Raise profile of Monmouthshire.</p>	<p>Consider suitable funding including RDP.</p> <p>Grant application.</p> <p>Funding awarded</p> <p>Completion of project</p> <p><u>NB: Timings</u> If RDP is the correct fund we need to apply asap so we have maximum time to run project before it closes in 2020. It will be necessary to include project posts within the bid so core staff can spend time on the major HLF bid (see above)</p>	<p>Grant awarded.</p> <p>Successful completion of project.</p>

<p>To ensure learning is embedded within the museum, arts and cultural offer</p>	<p>Develop a Learning Plan which is relevant to the needs of formal and informal audiences.</p> <p>Implement resulting learning programme.</p>	<p>Supporting school-age learning.</p> <p>Enabling young people to develop work related skills through placements, internships etc.</p> <p>Supporting family learning through informal activities.</p> <p>Support the wellbeing of the growing older generation through informal learning.</p> <p>Support the wellbeing of people with additional needs e.g. those with dementia through informal learning.</p> <p>Attract visitors to Monmouthshire through learning opportunities.</p>	<p>Learning opportunities are increased for across a range of audiences, ages and needs.</p> <p>Learning increase the opportunity to people to come together and acts as a mechanism for community cohesion.</p> <p>Encourages different groups to work together will contribute to cross generational understanding and cohesion.</p>	<p>Needs to be considered in conjunction with learning plan for the ADM.</p> <p>Learning plan needs to be developed in consultation with users and non users.</p>	<p>Needs to be considered in conjunction with overall learning plan for the ADM.</p>
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**Strategic Aim 2**  
**Future Museums 2016**

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.

Our guiding principle will be to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the wider Tourism, Leisure and Culture Service/proposed Alternative Delivery Model Offer.

Strategic Aim 2 To ensure we have a resilient and sustainable service.					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
To ensure we have a depth and breadth of skills to provide a professional museum offer.	Assess current staffing roles and identify needs.	Robust staff structure	Ability to take service forward to the future.	Needs assessed in relation to capital bid for Collections Centre  Needs assessed post capital bid.	Success of capital bid  Success of capital bid
To improve and extend income streams	Increase provision of courses (At Chepstow Museum/Drill Hall).  Build on existing programme of cultural coach trips. (From All Sites)  Run a programme of skills based workshops for adults.(At Chepstow Museum/Drill Hall and Abergavenny Castle Grounds)	A source of income for the museum service.  A variety of well attended courses, trips and workshops.	Contribution to a balanced budget  More funding available for service activity.  Users are more knowledgeable and enthusiastic about a variety of subjects relating to museums, arts and culture.	Agree a list of suitable subject areas.  Source speakers to run a series of lectures trips and workshops.  Programme a series of lectures, trips and workshops beginning 2017.	Amount of money made.  Amount of take up  Satisfaction of users.



	<p>Ensure museum shops run efficiently and effectively. This will be done by:</p> <ul style="list-style-type: none"> <li>• Installing an a suitable EPOS system</li> <li>• 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>• Increased promotion of retail offer via social media.</li> <li>• Explore online retail sales</li> </ul>	<p>Income target for retail sales is met.</p> <p>Improved turnover.</p>	<p>Contribution to a balanced budget</p> <p>A retail experience which compliments the museum visit.</p>	<p>Seek clarification on next steps for Museum Epos system. <i>(Seek clarity on how this relates to future ADM activity in order to fix timetable)</i></p> <p>Seek approval for a trading account. (By April 2017).</p> <p>Continue research at each site on successful and unsuccessful lines and make adjustments as appropriate. (Ongoing)</p> <p>Set up appropriate training course. (TBC)</p> <p>Investigate opportunities for online retail Sales with the Digital Marketing Officer/ Visit Monmouthshire. (Jan 2018)</p>	<p>Healthier bottom line budget</p> <p>Visitors positively rate the retail experience.</p>
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<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>A source of income for the museum service.</p>	<p>Contribution to a balanced budget.</p> <p>More funding available for service activity.</p> <p>A good quality refreshment experience which complements the museum visit.</p>	<p>Find out situation regarding licensing in each town. (January 2017)</p> <p>Investigate potential for vendors. (February 2017)</p> <p>Trial offer during Summer 2017 and follow up short business plan to enable ideas to be taken forward.</p>	<p>Healthier bottom line budget</p> <p>Visitors positively rate the refreshment experience.</p>
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<p>To increase income opportunities from filming, royalties, collections image licensing, enquiries, publications.</p>	<p>A source of income for the museum service.</p> <p>More sales of our images.</p> <p>Income from collection</p> <p>More paid for appearances of our collections in publications/in the media.</p> <p>Use of our buildings as film locations.</p>	<p>Contribution to a balanced budget.</p> <p>More funding available for service activity.</p> <p>Charging for enquiries may reduce the amount of public enquiries.</p> <p>Collections, sites, local information seen remotely by a wider range of users.</p> <p>Raised profile of our sites and what they have to offer.</p>	<p>Consider the appointment of a temporary or seconded post to take forward income generation opportunities as there is not the capacity to explore these options within the current structure.</p> <p>Talk to Fundraising Officer about opportunity previously offered to sign up with specific companies that offer assistance re film locations.</p> <p>Research what other museums are doing e.g. filming policies, charges for enquiries, image reproduction etc.</p> <p>Use information to devise a set of charges and write a policy, devise forms and market the opportunities.</p> <p>(2018?)</p>	<p>Healthier bottom line budget.</p>
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	<p>Seek ways to maximise commercial opportunities beginning with the Nelson Collection.</p>	<p>A source of income for the museum budget.</p> <p>Production of high quality reproduction items.</p> <p>More professional digital images of the collection available.</p>	<p>Contributes to a balanced budget.</p> <p>Raising profile and public awareness of the collections.</p> <p>Raise profile of The Nelson Collection.</p>	<p>Select items for customised reproduction for sale on site and in other non local outlets.</p> <p>Investigate licensing of existing suitable images through art picture library.</p> <p>Seek ways of having more selected items professionally photographed.</p> <p>Extend programme to other key collections successful.</p> <p>(Work with Senior Custodian to see if realistic for her to do during 2017)</p>	<p>Healthier bottom line budget</p> <p>Successful sales</p> <p>Buyers positively rate the goods.</p> <p>Thriving relationship with companies producing the licensed items resulting in more advantageous terms for the museum service.</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 source of income for the museum service.</p>	<p>Contribution to a balanced budget.</p> <p>Contribution to wellbeing and learning for a range of users.</p>	<p>Establish potential input from Learning Officer in order to decide future plan.</p> <p>(Ongoing)</p>	<p>Healthier bottom line budget</p>
	<p>Develop outdoor offer at Abergavenny Castle through provision of a covered structure and an associated events programme.</p>	<p>Income target for castle grounds is met.</p> <p>Increased opportunities for venue hire e.g. weddings, business functions, community events, external events programme.</p> <p>Increased in house events programme.</p>	<p>Contribution to a balanced budget</p> <p>Increased use of castle grounds/community facility</p> <p>Contribution to vibrant community through increased events.</p>	<p><u>Outdoor Structure</u> Write business case</p> <p>Agreement on renewal of lease.</p> <p>Confirmation of financial support from Nevill Estate and potential bid to the Rural Development Programme.</p> <p>Approvals from CADW, Planning, Building Control</p> <p>Tender/Appointment for design and building work</p> <p>Completion of building work</p> <p>Trialling of an outdoor/undercover weekly event which runs throughout the summer (e.g. 4-6 weeks) on the same night each week with a similar programme/menu/feel. (July/August 2017)</p>	<p>Healthier bottom line budget</p> <p>Completion of outdoor structure</p> <p>Successful/developing events programme.</p> <p>Well received programme of events.</p>

	Consider re-appointment of Paper Conservator to continue with income generating service to include possible additional intern placement.	Income target met	Contribution to balanced budget.	Appointment of conservator/intern	Income target met. Salary cost covered.
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	Review museum fundraising strategy.  Investigate fundraising approaches in arts and culture.	New Museums, Arts and Culture fundraising strategy for ADM.	A clear policy on fundraising approaches.	Revision of fundraising strategy. (2016/17)	All staff aware of fundraising approach
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To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture ADM offer.	Promote our offer more effectively to existing and potential users.	Publicity and marketing material designed and disseminated.  More co-ordinated marketing across the service.  Production of passport  Website or similar with retail, ticketing, booking and payment facility	Users are aware of a coherent programme of exhibitions, events and opportunities across the 'Monmouthshire Museums' and wider ADM activities in Monmouthshire.  Visitors obviously moving from site to site following passport trail.  Centralised online presence	Focussed cross marketing of museum and other current MCC attractions e.g. cultural passport, joint promotion of events. (2018/19)  Investigate development of website with retail, ticketing, booking and payment facility. (Include option of being part of Visit Monmouthshire) (2018/19)	Number of visitors actively engaging with cultural passport.  Automatic website measuring – hits, sales etc.
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	Carry out community evaluation and assessment of the impact of our work on their lives.	Results of consultation	We understand the impact of our work and how to improve.	Devise appropriate survey methods and tools. Consultation Final report	Results to inform future programmes.
	Explore the potential of establishing partnerships with relevant departments at universities that are	Possible undergraduate or postgraduate placements	Possible injection of funding and/or expertise including upskilling of staff.	Research and identify possible departments / staff with appropriate research interests to approach  Open discussions	Establishing interest  Setting up partnership or whatever mechanism is appropriate
	working on the specific subject areas that relate to our key collections and professional skills.	Joint Research projects – publications/ exhibitions/ conferences	Raising profile of the collections and Service in a new sphere - Academic	Progress as appropriate	Placements or projects established
	Raise the profile of the collections beginning with the Wye Tour Art Collection at Chepstow Museum.	Completed gallery Printed/online catalogue of the collection.	Contribute to the local economy by operating a busy local attraction, providing income opportunities for other local providers.	Completion of the Wye Tour Gallery	Increased appreciation and relevance of Wye Tour
Contribute to a vibrant community by adapting to work in new and innovative ways.	Expand volunteer base	Specialist and well trained volunteers in the following areas: <ul style="list-style-type: none"> <li>• Gallery duties</li> <li>• Event duties</li> <li>• Accreditation related documentation</li> <li>• Gardens and grounds</li> <li>• Exhibitions and Displays</li> </ul>	<p>The museum is able to continue to deliver a high quality daily visitor experience.</p> <p>The museum is able to call on knowledgeable and experienced people.</p> <p>The museum is able to provide opportunities for learning, personal development and, social engagement.</p>	<p>Museum Curators to fully understand the implications in terms of plans and procedures for dealing with a larger body of volunteers.</p> <p>To recruit and retain volunteers. (2017)</p>	<p>Monitor and evaluate the satisfaction of the volunteer workforce.</p> <p>Monitor and evaluate how museums benefit from volunteer output.</p>

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**Appendix 2 – Action Plan to further our Guiding Principle - to encourage the flourishing of museums, heritage, arts and culture in Monmouthshire as part of the proposed wider Alternative Delivery Model Offer**

Vision – Inspiring a passion for Monmouthshire:

Mission - Bringing heritage, collections, arts and culture alive with our communities and visitors.

<u>Guiding Principle</u> To encourage the flourishing of arts and culture in Monmouthshire.					
Key Objectives	Actions	Outputs	Outcomes	Milestones/Timing	Measures
Provide greater opportunities for Monmouthshire’s residents and visitors to engage with arts and culture.	To make contact with Monmouthshire wide arts, groups, practitioners, venues, festivals.	To create a database of contacts	A communication and promotion network is established with arts and culture providers in Monmouthshire	<p>To establish what funding is available through RDP/Arts Council Wales for all key objectives in this section.</p> <p>Establish what databases exist e.g. ACW, Adventa, Makers in Wales etc.</p> <p>Make initial contact with interested parties – virtually or actually</p> <p>Make grant application</p> <p>Complete database (To be updated as depends on grant deadlines given)</p>	<p>Funding secured</p> <p>Good network established</p> <p>Completed database for use in following action points.</p>
	Work with arts providers to establish a variety of information channels for coordinating and disseminating information about Monmouthshire’s arts and culture offer.	Creation of e.g. Facebook page/Working with existing websites such as Visit Monmouthshire/ Digital hub to link artists together etc.	This would provide a place for the public to find out what is going on and a forum for providers to communicate with venues etc.	Establish information channels. (Dependant on grant timing but we would expect to complete within first 3 months of grant funded post/consultancy being appointed.)	Rate of sign up of practitioners, providers, venues etc. to information channels.

	Develop relationships with arts and culture providers.	Develop a delivery plan with practitioners, providers and stakeholders.	A shared future vision for arts and culture in Monmouthshire	Decision on authorship - internal or external  Consultation events to take place.  Writing of plan/further consultation.  (Dependant on grant timing but we would expect to complete by end of first 6 months of programme as needs to follow on from the work above)	Completion of a delivery plan that has been contributed to and accepted by a wide range of providers
		To evolve higher profile/leading events through shared expertise and joined up working	An ambitious programme of arts and culture across Monmouthshire	Share ideas through network.  Agree set of proposals  Seek funding for proposals	Good ideas are put forward.  Good ideas are realised, funding achieved, event takes place and lessons learnt
		To encourage venues and practitioners to take up arts and culture opportunities e.g. artist/writer residencies, touring theatre, music gigs, creative workshops		Publicise available opportunities through network.  If appropriate agree which opportunities to pursue and who should do this.	Amount of take up and successes.

	Strengthen programme of cultural activity at our sites	More outdoor theatre, live performance on screen, creative skills workshops, family activities, lecture programme.	A high quality programme of arts and culture in MCC venues (which is also income generating)	Develop more intensive/focused programme of events, with consideration made to their financial and/or social benefits.	A strong successful published programme of events.
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	Create opportunities to support the Cultural Learning Plan.	More opportunities for formal learning	Greater number of young people having access to high quality arts education	Development of opportunities across sites.	More young people having access to the arts.
Raise the profile of Monmouthshire's arts, heritage and cultural offer in a National context.	Use the Arts and culture communication and promotion network to work with national media (print and online) to promote offer at a UK level.	Monmouthshire's arts and culture features in UK wide listings, arts programmes, reviews etc.	Increased visitors to Monmouthshire to experience our arts and culture offer contributing to the local economy.	Potentially buy in some PR/Media person to set up arts/culture media contact framework, utilising the information channel (Completed within first 6 months of grant programme)	Amount of times mentioned in national press etc.
	Encourage the development of artistic and cultural endeavours unique to Monmouthshire.	E.g. productions which interpret the stories of local historic sites or theatrical presentations celebrating local personalities etc.		Publicise available opportunities through network.  If appropriate agree which opportunities to pursue and who should do this.	Increase in consciousness of Monmouthshire's identity (Measure to be developed)

Enable support for the artistic community	Use the Arts and culture communication and promotion network to set up contacts between practitioners and venues/events/festivals	A mutually supportive network of practitioners and providers	Monmouthshire's artistic community thrives and contributes to Monmouthshire's economy.	Information channel is established  Consider establishing a What Next Chapter to provide a forum for practitioners and providers to meet. <a href="http://www.whatnextculture.co.uk/">http://www.whatnextculture.co.uk/</a>	Able to visibly monitor arts and cultural activity across Monmouthshire on our information channel and through face to face meetings
	Assist funding efforts of arts and culture providers e.g. crowdfunding, grant applications.	More successful arts and culture projects proceed.	Increased level of funding to Monmouthshire arts and culture	Add arts and culture funders to our existing database of heritage funding bodies.  Establish a mechanism for offering advice and support e.g. hosting advice surgeries etc.	Successful funding drives.
Promote opportunities to create public art within Monmouthshire	Work with town teams, community groups and councils etc. to encourage and develop projects which include artistic endeavours.	More examples of sculpture, mosaics, street art, etc. within our towns, villages and rural sites.	Interesting features introduced to the county and an increased and awareness and appreciation of the arts.	Make contact with appropriate organisations including internal MCC.  Use our information channel to circulate opportunities to artists, practitioners.  If appropriate agree which opportunities to pursue and who should do this.	Public art project in place and lessons learnt for next project.

### Appendix 3 – Risk Register

Strategic Aim 1 – To create a cross county museum, arts and culture service to encourage a sense of pride and community identity.

Risk	Reason why identified	Risk Level (Pre – mitigation)			Planned Mitigation	Residual Risk Level (Post – mitigation)		
		Likelihood	Impact	Risk Level		Likelihood	Impact	Risk Level
Not getting permission to convert a suitable space for the Collections Centre	Appropriate building is key to the success of the project. There are a limited amount of suitable buildings available.	Possible	Major	Low	Ensuring full information about requirements is provided to decision makers	Possible	Major	Low

<p>Capital funding bid rejected</p>	<p>HLF is the only realistic source of capital project funding for museum purposes. It is a highly competitive funding stream and rejection at least once is extremely like. Subsequent applications may result in success but this affects time scales.</p>	<p>Likely (First application)  Possible (subsequent application)</p>	<p>Substantial</p>	<p>Medium</p>	<p>Initial discussions to take place with HLF at the earliest possible opportunity.  Continue contact with HLF during pre-application progresses.  Consultation with stakeholders during the application process to ensure all views and needs are taken into account.</p>	<p>Possible</p>	<p>Substantial</p>	<p>Medium</p>
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<p>We are not able to secure enough funding to cover the full project cost and as a result cuts are made that compromise the plans to improve the offer across the county.</p>	<p>The improvements to the sites at Abergavenny and Chepstow may be seen as ancillary to the project. It is important to maintain the offer in the towns where services are already well established and valued.</p>	Possible	Major	Medium	<p>-Ensure that decision makers and funders understand that the key to the success is dependent on access to Arts, Heritage and Culture being available across the county and at the key museum locations at Chepstow, Abergavenny and Monmouth. - Ensure that development opportunities at each site form a strong part of the capital bid.</p>	Possible	Major	Low
<p>A single Monmouthshire Heritage portal is not completed.</p>	<p>This is dependent on grant funding and will require people either through staffing or volunteers.</p>	Possible	Minor	Medium	<p>Full investigation into project with stakeholders and subsequent discussion with potential funders will take place.</p>	Possible	Minor	Low





<p>We do not meet our existing income targets relating to:</p> <p>Fundraising</p> <p>Conservation Service</p> <p>Abergavenny Castle grounds</p> <p>Green Screens</p>	<p>Fundraiser now works across TLC /ADM not just on museums.</p> <p>Paper Conservator is currently vacant.</p> <p>Lack of infrastructure/covered space at Abergavenny</p> <p>Due to a dependence on a wide range of large events and the need for</p>	<p>Almost certain</p>	<p>Substantial</p>	<p>High</p>	<p>Ongoing discussions with MCC officers about how the future of this role will be developed.</p> <p>Secure decision to fill post and identify a suitable intern.</p> <p>Secure decision to proceed with covered structure plan.</p>	<p>Likely</p>	<p>Substantial</p>	<p>Medium</p>
	<p>a staff presence, it is impossible for us to meet the target.</p>				<p>Secure decision on whether this liability should remain with us. Or adapt</p>			

					equipment to be self-service.			
We do not sufficiently extend our income streams.	We are unable to balance our budget without additional income streams	Possible	Substantial	Medium	We have included in the plan a range of opportunities and we will ensure that any additional methods of raising money are explored.	Possible	Substantial	Low
We are unable to sufficiently increase awareness of our service	Budget restraints may mean we are not able to invest sufficiently on publicity and marketing.	Possible	Major	Low	Explore external funding possibilities.	Possible	Minor	Low

Lack of budget	Continued reduction of financial support from MCC which will lead to a much reduced service in order to balance books	Almost certain	Major	High	Continue to work with senior management team and accountants to look for alternative solutions.	Almost certain	Major	High
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## Appendix 4 - Buildings Options Appraisal

Site	Advantages	Disadvantages	MCC owned
<b>Abergavenny</b>			
Abergavenny Museum - The Hunting Lodge.	<ul style="list-style-type: none"> <li>• Exhibition Gallery facilities of a National Standard that meet government indemnity standard and can facilitate major loans.</li> <li>• Over 2/3 of display space has been recently updated.</li> <li>• Linked to castle so natural flow of visitors to the site and potential to tell more stories.</li> <li>• Museum presence in building ensures public access to castle grounds is maintained.</li> <li>• Recent maintenance programme from Property Services means building is in good condition.</li> <li>• Relatively simple building structure and services to maintain.</li> <li>• Low rates</li> <li>• Low rent</li> <li>• Owner is supportive of the relationship and future development.</li> <li>• Museum standard security system in place.</li> <li>• Museum standard fire alarm system in place.</li> <li>• Free Parking</li> <li>• Layout of building means that it could be zoned to facilitate a range of uses.</li> <li>• Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li>• Grade II Listed building makes alternations complicated.</li> <li>• Multi-level and uneven stairs make access difficult.</li> <li>• Wheelchair access to ground floor only</li> <li>• No public access to top floor rooms- but could be used privately.</li> <li>• Not in the main town centre.</li> <li>• No dedicated space for school groups, adult groups or family learning</li> <li>• No café facilities</li> <li>• Environmental control in collection stores is coming to end of its life.</li> </ul>	No

	<ul style="list-style-type: none"><li>□ Relatively small level of capital investment required to update and alter uses.</li><li>□ Views of 3 hills of Abergavenny from building help generate sense of place.</li></ul>		
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<p>The Castle Grounds.</p>	<ul style="list-style-type: none"> <li>❑ Key Grade I listed and scheduled ancient monument historic site in the town which brings visitors to the site – hence museum benefits from being within the ‘complex’.</li> <li>❑ Public access to grounds since late nineteenth century means there is a strong community connection to site.</li> <li>❑ Some community members actively involved in some areas of maintenance of site.</li> <li>❑ Outdoor space for community and commercial events.</li> <li>❑ Water and electricity available.</li> <li>❑ Owner is willing to support further development of the site.</li> <li>❑ Recent attention from Property Services to stabilise and improve large proportion of the walls.</li> <li>❑ Parking</li> <li>❑ Areas of site are unlisted giving potential for future development/ structures.</li> <li>❑ Low to Medium level of capital investment would be required to develop outdoor facilities in grounds to facilities income generation.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Limited covered space means outdoor events are subject to weather and it is currently not possible to have wedding licence. .</li> <li>❑ Limited access to toilets</li> <li>❑ Scheduled ancient monument makes alterations and additions more complicated.</li> <li>❑ Cost of ongoing maintenance of walls</li> <li>❑ No existing data on number of visitors or visitor profiling to grounds.</li> <li>❑ History of small level of anti- social behaviour in grounds- security could be improved.</li> </ul>	<p>No</p>
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The Library	<ul style="list-style-type: none"> <li><input type="checkbox"/> Some outdoor space.</li> <li><input type="checkbox"/> Slightly closer to town centre.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited display space available.</li> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated.</li> <li><input type="checkbox"/> Multi-level makes access difficult.</li> <li><input type="checkbox"/> No toilets on ground floor.</li> <li><input type="checkbox"/> Outdoor space only suitable for small events.</li> <li><input type="checkbox"/> Not in the main town centre.</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Medium level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Parking difficult</li> <li><input type="checkbox"/> Strong community support</li> <li><input type="checkbox"/> for buildings continued use a library.</li> </ul>	Yes
Old Tourist Information Centre	<ul style="list-style-type: none"> <li><input type="checkbox"/> All on one level- is or could easily be DDA compliment</li> <li><input type="checkbox"/> Close to bus station so good point of entry for tourists.</li> <li><input type="checkbox"/> Easy route through to Tithe Barn and TIC.</li> <li><input type="checkbox"/> Simple building structure to maintain. Close to public car park</li> <li><input type="checkbox"/> Low to medium level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> About to be leased to outside company.</li> <li><input type="checkbox"/> Limited space for displays and activity areas. Limited outside space. Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> </ul>	Yes

<p>Old Richards building.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large floor space Town Centre</li> <li><input type="checkbox"/> Free Parking</li> <li><input type="checkbox"/> Could be developed to be DDA compliant. Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<p>Update of all space including security/alarms required to meet Museum standards.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Only outside space is the car park.</li> <li><input type="checkbox"/> Unsure of maintenance needs. Structure appears to be in relatively poor condition.</li> <li><input type="checkbox"/> Large level of capital investment would be required to transform into museum building.</li> <li><input type="checkbox"/> Not in council ownership and no existing history of council use of building.</li> </ul>	<p>No</p>
<p>Town Hall</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Town centre</li> <li><input type="checkbox"/> Close to public car park</li> <li><input type="checkbox"/> Close to other 'hub' services</li> <li><input type="checkbox"/> Close to other Cultural Offers – theatre. Shared access to outdoor space.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated. Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Very little space available alongside other services.</li> <li><input type="checkbox"/> Unsure of maintenance needs</li> <li><input type="checkbox"/> Medium level of capital investment would be required to transform into museum building</li> </ul>	<p>Yes</p>



<p>Old Court building</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building</li> <li><input type="checkbox"/> Site is for sale</li> <li><input type="checkbox"/> Potential to use site for new build.</li> <li><input type="checkbox"/> possibility that stores and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing suitability and reducing environmental and economic cost of running centralized service.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Limited outdoor space</li> <li><input type="checkbox"/> Unsure of maintenance needs but looks to require possible demolition and rebuilding. Current building inappropriate for storage of collections.</li> <li><input type="checkbox"/> No closer to town than current site. Significant capital investment would be required to transform into museum building</li> </ul>	<p>No</p>
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<p><b>Chepstow</b></p>			
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<p>Gwy House</p>	<ul style="list-style-type: none"> <li>• Exhibition Gallery facilities of a National Standard that meet government indemnity standard and can facilitate major loans. Grade II listed building</li> <li>• Impressive 18<sup>th</sup> century town house with surviving features – only example available to visit in the town through museum presence</li> <li>• Close to castle so potential spill of visitors to the site.</li> <li>• Museum standard security system in place. Museum standard fire alarm system in place. Close to public car park. Creation of centralized service would release rooms for alternative use.</li> <li>• Small amount of outdoor space currently not fully utilized but could be developed.</li> <li>• History of 20<sup>th</sup> century</li> </ul>	<ul style="list-style-type: none"> <li>• Grade II Listed building alternations need consent. Building is in need of maintenance.</li> <li>• Wheelchair access to ground floor only Wheel chair access to entrance of building is also awkward</li> <li>• No dedicated space on site for school groups, adult groups or family learning – but this catered for in nearby Drill Hall No café facilities</li> <li>• Capital investment required to update and alter uses. Museum in flood alert area. (although it never flooded even before defence scheme) Flood zone C1- served by significant infrastructure including flood defences.</li> <li>• Large complex building structure to maintain and service</li> <li>• Capacity and design of rainwater goods struggles to cope with current heavy rainfall. Some redesign already in place. More needed. Future rainfall due to climate change likely to exceed</li> </ul>	<p>Yes</p>
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	<p>community use of building when it was a school, hospital and museum displayed</p> <ul style="list-style-type: none"><li>• Reconstructed boat shed in landscaped area housing traditional Chepstow salmon fishing boat and equipment.</li><li>• Large Flat roof above 1930s extension has potential for build Rear elevation deemed insensitive area (re listing) but good for locating lift access, enclosing spaces between modern extensions.</li></ul>	<p>capacity causing building maintenance problems.</p>	
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Chepstow TIC	<ul style="list-style-type: none"> <li>• Next to Castle</li> <li>• Next to Public Car Park</li> </ul> <p>Covenant allows the area to be used as a 'visitor centre with exhibition centre' any change would need landlord consent. Building structure relatively easy to maintain.</p> <ul style="list-style-type: none"> <li>• Building is not listed so easy to adapt.</li> <li>• (Considered for possible location of centralised working including new publicly accessible conservation facilities + shared TIC function – first floor would need to be created)</li> </ul>	<ul style="list-style-type: none"> <li>• Very limited space. Update of all space including security/alarms required to meet Museum standards.</li> <li>• TIC in flood alert area. Flood zone C1- served by significant infrastructure including flood defences.</li> </ul>	Yes
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Piercefield Estate	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large site with open space and architecturally important buildings with potential to bring many offers together. Site has rich history in terms of owners, buildings and grounds Building is in Flood zone A-</li> <li><input type="checkbox"/> Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Out of town</li> <li><input type="checkbox"/> Not easily accessible by public transport Site is currently a ruin. Grade II * listed which could make development more complicated.</li> <li><input type="checkbox"/> Full potential could only be realised with major capital bid.</li> <li><input type="checkbox"/> Significant capital investment would be required to transform into museum building and centralized service. Would only make sense if centralised service here and this probably not best location for that.</li> </ul>	No
Hanbury House	<ul style="list-style-type: none"> <li><input type="checkbox"/> Town location</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Not in area visited by tourists away from 'cultural quarter'</li> <li><input type="checkbox"/> Very limited space. 1960s</li> <li><input type="checkbox"/> Retail units with large windows etc. (unsuitable for museum functions)</li> </ul>	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Building with no intrinsic history or attraction</li> <li><input type="checkbox"/> Shared site</li> <li><input type="checkbox"/> Unsure of maintenance needs.</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Major Investment would be needed</li> </ul>	

<p>Brunel House (Old Mill building) on Mabey bridge site</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Building not listed so easy to adapt.</li> <li><input type="checkbox"/> Recent rebuild and refurbishment following fire possibility that stores and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing suitability and reducing environmental and economic cost of running centralized service.</li> <li><input type="checkbox"/> Potential for solar panels on roof?</li> <li><input type="checkbox"/> Part of new housing and area re-development scheme</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Out of town and even after site developed not in main visitor area</li> <li><input type="checkbox"/> Full potential could only be realised with a capital bid.</li> <li><input type="checkbox"/> Would only make sense if centralised service here – is this the best location for that.</li> <li><input type="checkbox"/> Public transport links to site and whole of Monmouthshire are reasonable.</li> <li><input type="checkbox"/> Large capital investment needed to transform into centralized museum site.</li> <li><input type="checkbox"/> Earmarked for alternative development in Developer's plans for site.</li> </ul>	<p>No</p>
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<p><b>Monmouth</b></p>			
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<p>The Market Hall</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large building which can be altered to provide an accessible centralised service including stores, offices and activity spaces</li> <li><input type="checkbox"/> Museum standard security system in place in some of building.</li> <li><input type="checkbox"/> Museum standard fire alarm system in place in some of building. Grade II listing appears to refer to the 19<sup>th</sup> interior of building only, Interior is a 1960's reconstruction. Suggestion that it would be relatively easy to adapt interior- but further consultation with CADW required to clarify this.</li> <li><input type="checkbox"/> Limited time left on the Chinese restaurant lease when considered within time frame of HLF or other grant that may be required to secure capital investment required.</li> <li><input type="checkbox"/> Good local bus routes to Monmouth to encourage visitors to visit centralised service.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Prominent building</li> <li><input type="checkbox"/> Access to slaughter house arches great potential for future commercial development – food/arts/craft</li> <li><input type="checkbox"/> Currently building maintains good</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large complex building structure to maintain and service- cost likely to increase over time. Lease on the Chinese takeaway within the building runs until March 2019</li> <li><input type="checkbox"/> Limited parking</li> <li><input type="checkbox"/> Access to upper floor is difficult.</li> <li><input type="checkbox"/> No train station or coach services in town to encourage visitors to visit centralised service. No dedicated space for school groups, adult groups or family learning No café facilities Risk that centralizing service in Market Hall would reduce space available for Monmouth/Nelson Museum displays. Current condition and performance of roof unknown as is capacity to cope with increasing heavy rainfall. Slaughter house arches are unsuitable for museum stores.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building and centralized service.</li> </ul>	<p>Yes</p>
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	<p>environment for museum collection. Large windows and roof lights. Strong possibility that stores, display and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit. increasing sustainability and reducing environmental and economic cost of running centralized service.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Potential that flat roofs (as seen on google earth) provide good scope for significant solar energy generation.</li> </ul>		
The Rolls Hall	<ul style="list-style-type: none"> <li><input type="checkbox"/> No known covenants in the conveyance dated 15/4/1991.</li> <li><input type="checkbox"/> Rear car park for staff and users with a disability.</li> <li><input type="checkbox"/> Rear access for loading</li> <li><input type="checkbox"/> Links with parts of the Museum Collection (Rolls Collection and Lady Llangattock Nelson Collection)</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> <li><input type="checkbox"/> Historic building, attractive space</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Limited space.</li> <li><input type="checkbox"/> Grade II Listed building makes alternations more complicated.</li> <li><input type="checkbox"/> Alterations to make enough space for centralised store (another floor) could spoil aesthetic value of the building, if acceptable to listing however already existing mezzanine floor which is in keeping with building.</li> <li><input type="checkbox"/> Slightly out of town – for visitors</li> <li><input type="checkbox"/> Update of all space including security/alarms required to meet Museum standards.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building and centralized service.</li> </ul>	Yes



The Shire Hall	<ul style="list-style-type: none"> <li><input type="checkbox"/> Iconic and prominent building</li> <li><input type="checkbox"/> Close to public parking</li> <li><input type="checkbox"/> Links with parts of the Museum Collection</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Large complex building structure to maintain and service- cost likely to increase over time.</li> </ul>	
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	<ul style="list-style-type: none"> <li><input type="checkbox"/> (Crime and Punishment/Justice,)</li> <li><input type="checkbox"/> Lift in place</li> <li><input type="checkbox"/> Central location Some security and fire systems in place.</li> <li><input type="checkbox"/> Dedicated space for learning</li> <li><input type="checkbox"/> Building is recently renovated and in good condition.</li> <li><input type="checkbox"/> Building is in Flood zone A- Considered to be at little risk of fluvial or coastal/tidal flooding (Natural resources Wales)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shared access with Town Council has security implications.</li> <li><input type="checkbox"/> Limited space for display, storage and office facilities</li> <li><input type="checkbox"/> Grade I Listed building makes alterations more complicated.</li> <li><input type="checkbox"/> Alterations (to create museum display in current community room space) would spoil aesthetic value of the building. Restrictions on use of frontage.</li> <li><input type="checkbox"/> Will need some upgrades to security, environmental and fire systems.</li> <li><input type="checkbox"/> Loss of revenue from reducing commercial spaces available.</li> <li><input type="checkbox"/> Large capital investment would be required to transform into museum building</li> <li><input type="checkbox"/> HLF grant previously awarded to this site.</li> <li><input type="checkbox"/> Insufficient space to accommodate centralised store/working/conservation facilities + Nelson/Monmouth museum displays</li> </ul>	
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Other			
Museum Store in Caldicot industrial estate	<ul style="list-style-type: none"> <li><input type="checkbox"/> Located on the outskirts of one of towns.</li> <li><input type="checkbox"/> Large space</li> <li><input type="checkbox"/> Parking</li> <li><input type="checkbox"/> Close proximity to other businesses who are able to act as additional security</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> High rent</li> <li><input type="checkbox"/> No proper security facilities in place</li> <li><input type="checkbox"/> No environmental control</li> <li><input type="checkbox"/> Not located near any of the museum sites so inconvenient for staff to access.</li> <li><input type="checkbox"/> Store is already full</li> <li><input type="checkbox"/> No public access to site.</li> <li><input type="checkbox"/> Neighbouring units include hot works and high dust producers placing collections at risk.</li> <li><input type="checkbox"/> Increasingly limited staff capacity means that site is</li> </ul>	Yes
		<p>rarely visited and so any incidents e.g. theft, flood, rodent infestation hard to monitor</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Not suitable for public access.</li> <li><input type="checkbox"/> Store located in flood warning area that is Zone C2: without significant flood defence infrastructure (Natural resources Wales)</li> </ul>	

<p>New build - anywhere</p>	<ul style="list-style-type: none"> <li>☐ All museum standards could be met.</li> <li>☐ All access requirements could be met. Location could be chosen to meet most needs</li> <li>☐ Visitor service facilities could be integrated</li> <li>☐ Dedicated space for all audience learning needs could be included</li> <li>☐ possibility that stores and display and working areas could be designed that are passive and potentially naturally ventilating, and naturally lit, increasing suitability and reducing environmental and economic cost of running centralized service.</li> </ul>	<ul style="list-style-type: none"> <li>☐ Suitable site needs to be found</li> <li>☐ Significant Capital investment would be required to design and build. Potential political/community difficulties in picking one site for museums presence within county.</li> <li>☐ Burden of travel (probably mostly by private transport) on people from towns not chosen as site</li> <li>☐ Monmouthshire has no one centre – nature of county its strong individual towns – museums should reflect. Museum collections and stories intimately reflect their individual towns</li> <li>☐ Loss of intrinsic history of each place which museums provide – valued by visitors, and for local community spirit &amp; identity</li> <li>☐ Loss of cultural focus in towns</li> </ul>	<p>N/A</p>
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## Appendix 5– Store Report

This report outlines the work that has been undertaken to estimate the space that would be required to store all the museums service collections currently housed in Abergavenny, Chepstow, Monmouth Museums, Caldicot Castle and off-site store (Caldicot industrial estate) together in one location.

Monmouthshire Museums collections are currently housed across the county in a range of specially adapted and environmentally controlled rooms within the museums buildings, a large industrial warehouse (which does not meet appropriate standards) and in staff working areas and public areas in the museums.

The collection storage areas are of different shapes and sizes, inconsistently organised and most are overcrowded with many items stored on the floor. This made it very difficult to estimate the storage space required by simply adding the footprint of existing stores together. Instead the estimate of storage space required was developed by measuring in decimetres blocks of collections categorised by their collection/material type on each shelf/storage area.

The volume of each block of collections was calculated in M<sup>3</sup> and then multiplied by 30% to give a buffered estimate. This buffered estimate represents the amount of space needed to store items including the space that the shelf fixtures take up and the space around each item that would be needed to safely remove and replace the items (Watson & Bertram, 1992). Collections were grouped by the type of storage furniture and environmental conditions they required for optimum long-term care and their buffered volumes added together.

Total volume was multiplied by a collection expansion estimate. This was calculated by looking at the historical rate of collections growth experienced at Abergavenny museum whose collections are representative of those across the county. Planning for 25 years of collections growth was deemed to be a realistic amount to consider when planning future storage needs. The figure for collections growth for 25 years was thus calculated to be 10%.

The average height of museum grade shelving/storage furniture across the service was calculated and the adjusted volume for each collections group was divided by this to give an area of space that the collection and its storage furniture would take up. This figure was then added to the Access Coefficient (Re-org) of each storage furniture type- i.e. the amount of space required to safely walk between shelves/ open drawers etc.

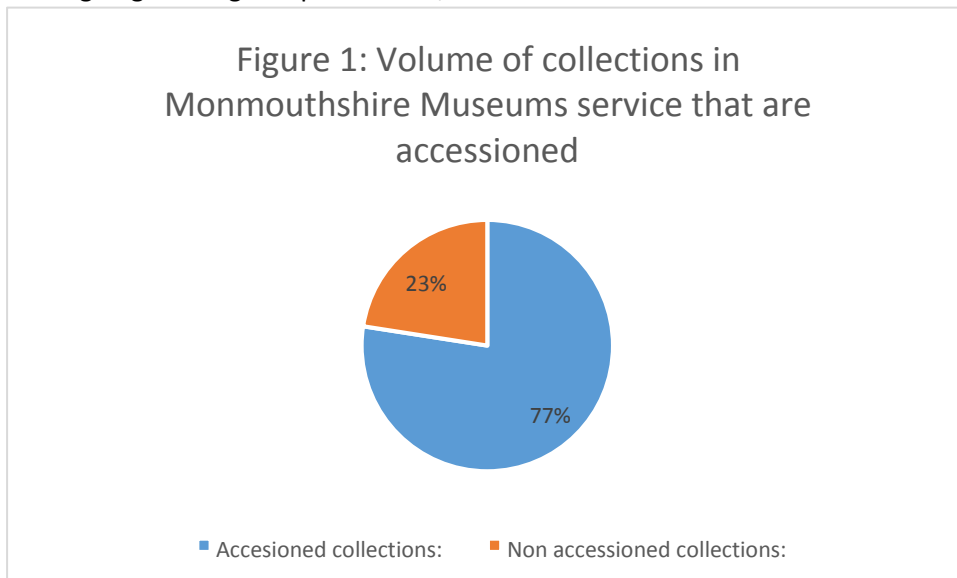
The collections held in the industrial unit include many items of bulk archaeology and large scale objects that don't fit into the museum stores. A very basic visual estimation of the collections stored here was undertaken and it was estimated that the volume of collections held at the Caldicot Store might be reduced through rationalization and this was factored into the calculations. Less rationalisation opportunities would exist in other museum stores where more robust collections management process are likely to have resulted in a more relevant collection.

### 3. Key Findings

#### 3.1 Volume of Non Accessioned collections.

The volume of Non Accessioned objects across the whole of the Museums Service collections is 23% (Figure 1). This means that the 23% of collections are not catalogued or recorded making it difficult for the service to use the collections to tell their stories to members of our communities. The levels of accessioning varies from site to site. Abergavenny museum has the most complete catalogue of collections with 98% of the volume of collections being accessioned which in comparison to 27% of non-accessioned items at Chepstow. Any future project to improve access to collections will need to

include a collections management role and apply a targeted approach to documentation to resolve cataloguing backlogs in specific sites/collections.

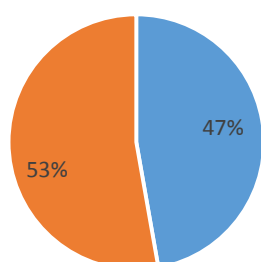


### 3.2 Fullness of existing stores

During the study the percentage fullness of each item of storage furniture was visually estimated. The Mean fullness of storage furniture housing the collections is 86% demonstrating that the space available for future collecting is very limited and there is little space for the collections to grow and remain relevant. There is no available space at any museum sites for expanding storage areas and so creating a centralized store is considered to be the best solution to ensure that the services collections can grow and remain relevant.

Added to this problem is that of overcrowding with many of the collections stored on the floor and the use of inappropriate storage furniture e.g. MDF shelving which releases organic volatile acids that cause paper, textiles and metal items to degrade at a significantly enhanced rate. Storing items on the floor increases the risk of damage from physical contact, from water if flooding occurs and leaves objects difficult to access for use. The overcrowding experienced in the majority of the museums' stores also makes it unsafe for staff and volunteers to access the collections because physical movement in the stores is restricted. This reduces the ability for the museum service to effectively engage with volunteers who could play a more active role in caring for the collections. Investing in a publicly accessible centralized store has the potential to remove these threats to the collections and significantly increase the public benefit of the collections and their care.

Figure 2: Volume of collection on museum grade storage furniture (m3)



■ Volume of collection storage furniture  
 ■ volume of collection on floor/inappropriate storage

Figure 2 shows that 53% of the volume of the museums service’s collections are stored on the floor or on inappropriate storage furniture. As a result any future development plan for a centralized store will need to take into consideration the need to invest in additional storage furniture as well as the possible reuse of existing museum standard shelves and cupboards, in appropriate size spaces.

**3.3 Average dimensions of storage furniture:**

Storage furniture type	Mode dimensions (cm)		
	width	depth	height
Shelves for standard sized collections- <i>museum grade</i>	205	65	183
Shelves used to store large objects- <i>museum grade</i>	605	67	213
Plan chests used to store large paper items- <i>museum grade</i>	136	96	92
Metal cupboards used to store small items	96	45	183

**3.4 Estimated areas needed to store collections**

The estimated total area (to 1 decimal place) needed to store all of Monmouthshire Museums Service collections is estimated to be: **569 m2**

This can be broken down into small groups which have different environment and storage needs:

**Space required on static shelving:**

Shelving Standard sized	286.5
Paper- shelved	58.5
Paper- plan chests	8.5
photos	12.9
Paintings:	24.7

Large Objects	177.7
<b>total</b>	<b>568.6 m2</b>

The above figure relates to static shelving based on the notion of reusing existing storage furniture. A large proportion of this area is allocated to accessing the items on the shelves i.e. making it possible for users to walk between shelves. This area could be dramatically reduced if a mobile storage system was invested in. Industry literature suggests that the footprint of storage area can be roughly halved if mobile racking is utilised. For Monmouthshire's collections mobile racking would be appropriate for all but the large objects and the required storage area would be as follows:

**Space required using Mobile Racking:**

Shelving Standard sized	143.2
Paper- shelved	29.2
4.3 photos	6.4
Paintings:	12.4
Large Objects	177.5
<b>total</b>	<b>373 m2</b>

The total footprint for a combined store for Monmouthshire Museums Service could be reduced further if storage space was designed to occupy 2 levels or if shelving height was increased.

The above key findings should be regarded as an educated guess and were developed using estimates of volumes of collections held in stores and the assumption that storage furniture used would be of the same height as that currently used in the museum service. Further study would be required to generate more accurate figures.

The proposed area recommended in this report relates only to the space required to store the collections. When planning for a centralized museum service, space would also need to be allocated for storage of documentation relating to collections, conservation and display materials and equipment, learning resources, conservation and volunteer workrooms and most importantly staff offices. In order that the collections are able to remain at the heart of what the museum does and be actively cared for and engaged with by members of our communities it is vital that the collections are housed in a living space which is accessible to as many people as possible.

Monmouth Market Hall currently houses the Nelson Museum and Local History centre (also known as Monmouth Museum), two empty units (previously used by Monmouthshire County council as the Planning Offices and Monmouth's one stop shop) and two privately leased units- a Chinese take away and a barbers.

The square meters occupied by each of these units is as follows:

Use	Total floor space (M <sup>2</sup> )	Total floor space minus services (M <sup>2</sup> ) I.e. corridors, WC, boiler, stairs
Museum	503.4	463.4
One Stop Shop	231.6	164.4

Planning	443.4	348.2
Chinese take away	66.5	63.5
Barbers	49.8	41.7
<b>Total</b>	<b>1294.7</b>	<b>1081.2</b>

Options are being explored about whether the county's Museum Collection and staff can be centralised at the Monmouth Market Hall site as sole users of the building.

If we assume a best case scenario where a mobile racking storage system will be utilised to store the county's collections then a minimum of 373 m<sup>2</sup> will be needed for collections storage. Looking at the table above it can be seen that this figure will fit in the Market Hall site, leaving 708.2m<sup>2</sup> available for museum displays, centralised staff offices, conservation and collections care work rooms and volunteer and learning spaces.

In conclusion, with an internal useable footprint of 1081.2 m<sup>2</sup>, it is possible to say that there would be enough space to store all of Monmouthshire Museums collections' in Monmouth Market Hall. However the current configuration of rooms mean that centralized storage will only be possible by altering the internal lay out of the building. Thoughtful and focused design would also increase the useable floor space available i.e. In its current configuration the Market Hall building houses 9 WC's utilizing a total of 42.8 m<sup>2</sup>.

#### 7. Would the collections fit into Rolls Hall?

The option of storing the collections in the Rolls Hall, Monmouth are also being explored. The Hall in the centre of the Roll's Hall (where the library is currently located) is divided into 5 bays with a stage in the 6<sup>th</sup> bay. Each bay is separated by giant banded pillars. The make-up of the space (275.4 M<sup>2</sup>) means that is unlikely that it will be possible to use mobile racking to store the collections. As a result when considering the space required to store the collections at Rolls Hall the figure of is 569 M<sup>2</sup> will be used. This is the space required to store the collection on static shelving at a height of 2m.

The Space available to store the collections in the Rolls Hall is as follows:

<b>Rolls Hall: Floor</b>	<b>Total floor space (M<sup>2</sup>)</b>	<b>Total floor space minus services (M<sup>2</sup>) i.e. corridors, WC, stairs</b>
ground	472.5	381.8
first	119.9	67.9
<b>total</b>	<b>592.4</b>	<b>449.7</b>

Looking at the figures above it is possible to conclude that there is currently not enough space to store the collections in the Rolls Hall in Monmouth.

Doubling the height of the shelving in the central hall/library area has the potential to provide enough space to store the collections, however safe access to collections would need to be provided at this height. This is likely to be incurred at a greater cost and considerably increase the level of floor loading in the space. The strength of the floor would need to be investigated. There are also risks that providing the levels of environmental control required to safeguard the collections may not be suitable for the architectural decorations in the hall which are listed. This would need to be investigated further.



In order for the collections to remain at the heart of the work of the museums and their communities, conservation work spaces, staff offices and community workrooms would need to be located in the same building as the stores. Looking at the above calculations it is possible to say that there is not enough space available at the Rolls Hall for this.

In order to fully establish the suitability of the Monmouth Market Hall for the location of the centralized museums service further work is required to identify the floor space and key features required for offices, learning, displays, volunteers and other activities.

A piece of work is also required to identify which of the walls at the Market Hall are structural and which others could be altered in a reconfiguration of the space.

Re-org (2013) Access coefficient guidelines. *Re-org- Tools for Museum storage, rationalization and documentation*. ICCROM & UNESCO. <http://www.re-org.info>

Watson & Bertram (1992) Estimating space for the storage of ethnographic collections. *La Conservation Preventive, ARAAFU 3<sup>rd</sup> International Symposium, Paris 1992. 137-142.*

## 9. Appendix 1

### Current Space Use at Market Hall

Space Id	Space name	Sq. M	Current use	Floor
45	WC	3	Chinese Take Away	ground
44	Store	1.9	Chinese Take Away	ground
1	shop	23.1	Chinese Take Away	ground
2	Kitchen	31.4	Chinese Take Away	ground
3	Bed	7.1	Chinese Take Away	ground
4	Office	7	Planning	ground
5	Office	76.2	Planning	ground
6	Office	28.1	Planning	ground
8	Staffroom	14.2	Planning	ground
9	Store	8.7	Planning	ground
10	WC female	2.7	Planning	ground
12	WC Disabled	4.5	Planning	ground
11	Circ (corridor)	12.1	Planning	ground
42	Circ (corridor)	9.7	Planning	ground
43	Circ (corridor)	15.4	Planning	ground

	41	N/A	7.2	Planning	ground
	40	N/A	20.7	Planning	ground
5a		Office	6.2	Planning	ground
	46	Stairs	10.6	Planning	first
	48	Store	27.9	Planning	first
	49	Store	4.9	Planning	first
46b		store	1.8	Planning	first
46a		Circ (corridor)	11.2	Planning	first
50a		office	36.3	Planning	first
	50	store	69.2	Planning	first
	51	Store	39.8	Planning	first
	47	Circ (corridor)	22.7	Planning	first
	55	Stairs	6.3	Planning	first
	38	Museum	225.8	Museum	ground
	39	Store	1.3	Museum	ground
13a		Strongroom	1.9	Museum	ground
	13	WC	2.5	Museum	ground
	14	Office	20.8	Museum	ground
	15	Store	9.6	Museum	ground
	16	WC Male	5.8	Museum	ground
	17	WC Female	5.6	Museum	ground
	18	WC Disabled	5	Museum	ground
	19	Circ (corridor)	9.5	Museum	ground
38a		Store	1.5	Museum	ground
	37	Foyer	46.2	Museum	ground
	52	Office	35.1	Museum	first
	53	Store	8.7	Museum	first
	54	Balcony	51.5	Museum	first
	57	Store	1.3	Museum	first

	58	Store	37.2	Museum	first
	59	Stairs	8.8	Museum	first
	56	Store	22.5	Museum	first
55a		Stairs	2.8	Museum	first
	35	Recep	65.4	1stopshop	ground
	36	Confrence	7.9	1stopshop	ground
	20	Office	11.4	1stopshop	ground
	21	Office	8.4	1stopshop	ground
	22	Store	2.8	1stopshop	ground
	23	Office	12.7	1stopshop	ground
	24	Store	3.1	1stopshop	ground
	25	Store	5.6	1stopshop	ground
	26	Circ (corridor)	20.4	1stopshop	ground
	28	WC	5.6	1stopshop	ground
	27	Office	11.9	1stopshop	ground
	34	Shop	10.6	1stopshop	ground
	29	Store	1.5	1stopshop	ground
	30	Store	1.6	1stopshop	ground
	31	Kitchen	6.3	1stopshop	ground
	32	Office	15.2	1stopshop	ground
	62	Boiler	41.2		first
	33	shop	13.8	Barbers	ground
	60	Store	27.9	Barbers	first
	61	WC	8.1	Barbers	first

**Total 1294.7**

## Appendix 6 - Review of Previous Forward Plan

The previous Forward Plan for Monmouthshire Museums covered the period April 2013- March 2016 and was created at a time when the Museum Service was strategically and operationally positioned alongside libraries and the plan included the Shire Hall. During the period of the business plan service reorganisation has brought us into a service combining Tourism, Leisure, Countryside, Outdoor education and more recently Youth Services. The previous Forward Plan did not fully anticipate the full extent of the financial squeeze on Local Authorities in Wales that emerged during the latter part of its delivery period, and the consequences for service revenue budgets.

Our vision was:

- To be a dynamic museum service that plays a revitalising role in Monmouthshire's communities, act as agents of social change and promotes good and active citizenship
- Connecting the past with the present to inform and shape the future.

Our mission was:

- To inspire a passion for Monmouthshire - its heritage, environment and culture, its people and their stories.
- To stimulate a sense of place that reinforces community identity and resilience.
- To enhance quality of life and contribute to educational, cultural and economic development.

Over the period of the plan we said:

Our Museums will promote well-being by making connections and encounters, providing experiences that are enjoyable, educational and lead to transformative change helping to create a happier society and stronger communities. The museum service will extend its reach and role as a force for community strength and well-being. In doing this people should find a new unexpected resource, giving them opportunities for creative expression, new 'cultural' experiences and a sense of belonging.

Whilst these phrases describe what we do, they are too long to be memorable. We therefore looked at trialling the use of a single line statement taken from our mission:

*Our Museums – Inspiring a passion for Monmouthshire*

This summarises what we do and was used alongside a set of strategic aims that we developed during 2014:

- Become an economically resilient organisation
- Be an effective team
- Care for and develop our collections so they are accessible
- Create an enjoyable and engaging visitor experience
- Create learning opportunities
- Be relevant to the communities we serve

In developing this Forward Plan we have redefined ourselves further as outlined in Section 2 of this plan.

The table below provides details of scheduled tasks within the previous Forward Plan and their outcomes.

Key Milestone	Outcome / Status	Comments
<p>Secondment of member of Museums Service team to implement the Business Plan through Invest to Save process.</p> <p>To reposition the museums as a modern service, reacting to the changing world, through enterprise, working with the community and contributing to social change. Taking into account changes to MCC methods of delivery, changes in our market towns and developments on the high street.</p>	<p>Post appointed and in place June 2013-June 2014</p> <p>Increased profile of museum service with senior management, other departments and councillors.</p> <p>Move towards considering different delivery models, leading to publication of the Cultural Services review to pursue this. This in turn has led to investigation of alternative methods of governance, staffing review, feasibility of museum buildings, both within museum service and across wider Tourism, Leisure and Culture</p> <p>Accreditation Status allows us ensure we meet modern museum standards and to apply for a range of funding opportunities.</p> <p>We have participated in a wide range of museum initiatives. These include – ‘The Happy Museum’ and ‘Museum Transformers’ at Abergavenny Museum, both of which enabled us to work in new ways find new ways of working. Whilst ‘Take Over Day’ projects at Chepstow and Abergavenny have enabled us to work in partnership with younger audiences. .</p> <p>Attaining VAQAS status (a Visitor Attraction Standard) means we meet industry standards regarding customer services</p> <p>We said we would look at developing a method and model for measuring return on investment and customer feedback models. AIM Visitor Verdict Survey results were received for Abergavenny and Chepstow Museums.</p> <p>The previous plan set out our intention to write an Audience Development Plan and a Visitor Service Toolkit. We did not carry out these tasks.</p>	<p>Participating within change programme. The ongoing uncertainty means we are managing the concerns of the wider public which puts pressure on the staff.</p> <p>Whilst Visitor Verdict did this to some extent we were not successful in collecting enough surveys to make results meaningful. The survey analysis has a charge attached to it though which we cannot afford so we have withdrawn from this particular scheme and will look for other options.</p> <p>Audience Development is featured in Section 7 of the 2017-2022 Forward Plan.</p>

Recruit Fundraising Development Officer	A Fundraising Officer was appointed in July 2013. This post is now a Tourism, Leisure and Culture wide role.	Through this post we have continued to reduce our reliance on central budgets by increasing Fundraising Opportunities.
Launch Supporters groups	<p>We have continued to increase our contribution to the local economy by building on a successful grants programme attracting external funding and staging exhibitions and events. Sources have included the Federation of Museums and Galleries of Wales, HLF Young Roots and the Art Fund Treasures Plus.</p> <p>We have raised more through donation boxes than we originally estimated.</p> <p>Our fundraising appeal to conserve HMS Monmouth WW1 flag reached its target thanks to grants and community donations.</p> <p>Unrestricted income through the Monmouthshire Museums Development Trust (MMDT) has not been as high as we had anticipated.</p>	<p>Fundraising means we have an ability to carry out activities such as conservation of objects, new exhibitions, community projects that are not possible from the core budget. The public also has a greater awareness from the public about the different roles of the museum. We learnt that it is difficult to fundraise for certain areas of our work, particularly core activities. Specific projects are easier to fund but have an impact on capacity.</p> <p>This is due to difficulties in establishing its charity status and bringing a variety of trustees on board.</p>
Conservation service – develop as an income generation opportunity.	<p>A Paper Conservator with an income generating role was appointed in June 2013.</p> <p>The post holder left at the end of February 2016 and we are now considering how to go forward with the role. We are also looking at the possibility of using interns to assist with work.</p>	We have made significant sums through Conservation Service and our internal original targets were met. However larger targets were set externally which we were unable to meet. The lesson learnt here is being more conservative in our estimates and advising other colleagues of this also. In part this was due to the post holder leaving the role and the lack of appropriate facilities and bureaucratic council processes has held things back. There is also the risks associated with a single person in role so no one else can step in.

<p>Abergavenny Castle Enterprise Opportunities</p>	<p>We were not awarded as much from the Invest to Redesign Fund as we initially asked for, so were only able to make minimal changes to the infrastructure. We invested in two high quality gazebos to help with events. To improve our refreshment offer we began to stock ice cream in the shop and installed a hot drinks machine. We have also very recently trialed a refreshment van in the grounds.</p> <p>Non-traditional events such as stargazing have brought in new audiences. Better choice of theatre productions and increased advanced marketing has brought in larger audiences. We have learnt the effectiveness of social media in advertising events.</p> <p>Joint events and care of grounds with other organisations e.g. Tithe Barn, Borough Theatre and Transition Town mean new and increased income streams are being developed as well as the development of new advocates and stakeholders for our museums.</p> <p>We also worked on a community skills exchange programme – <a href="https://www.youtube.com/watch?v=hMXy6SNnLbI&amp;feature=youtu">https://www.youtube.com/watch?v=hMXy6SNnLbI&amp;feature=youtu</a>.</p>	<p>At all sites it is proving difficult to bring in a profit for larger events, due to the lack of capacity within the team and the need for upfront investment in key infrastructure and the uncertainty around events that issues such as the weather brings.</p> <p>Discussions are taking place with the Nevill Estate re an outdoor structure and a program of summer events, which are included within the 2017-2022 Forward Plan.</p> <p>This has led to more varied experiences for the public. Partnership work with local organisations allow for more use of the castle ground. The real potential of the grounds cannot be realised without improved infrastructure.</p> <p>We need to address the need for a proper staff framework. We have run more successful events this year, in part due to an increase in the use of volunteers. The difficulty in employing casual staff plus enhanced rates makes it very difficult to cover costs/bring in a profit.</p>
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<p>Chepstow Museum Extension Project</p>	<p>Not carried out</p>	<p>HLF felt that we did not have the capacity to run the project at that point and that (under that particular grant programme) it needed to be part of a larger scheme that included protecting heritage assets at risk.</p>
<p>Write a marketing and promotion strategy to plan targets for 2013-16.</p>	<p>Not carried out</p>	<p>Lack of staff capacity.</p>
<p>Feasibility Study and implementation of outcomes re: location of Nelson Museum</p>	<p>Discussions took place between museum staff, Shire Hall staff and members of Property Services to explore the suitability of Shire Hall as the location for the Nelson Museum and the Local History Centre. It was concluded that the building changes needed would be substantive, expensive and detrimental to the Grade 1 listed building. On its own this building would not accommodate both displays and collections effectively and it would compromise the viability of Shire Hall as an income generating venue.</p>	<p>Consideration of this building alongside other sites will be included in work to establish a Collections Centre.</p>

<p><i>Events and Exhibitions</i></p> <p>Ivanhoe</p> <p>Welsh Dolls</p> <p>WW1</p> <p>Wye River Festival</p>	<p>Centenary of the making of Ivanhoe silent film at Chepstow marked with special screening outdoors in Chepstow Castle on the day of original release. Worked with Chepstow Singing Club who provided 'Soundtrack – music and soundscape' and pre-show entertainment in medieval dress.</p> <p>A grant bid to take this project forward (at a level above our specific Museum Service) was not successful.</p> <p>HLF funded project for Monmouth applied for granted and is in progress</p> <p>Chepstow Museum participated in 1<sup>st</sup> river Festival 2014 with events – reprise of Wye Oh Wye community musical theatre production devised for collecting cultures project involving nearly 100 people in show. Film showing of Wye tour recreation. Talk on Wye Tour</p>	<p>More detailed information for some specific projects appears later in table.</p>
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<p>Taxonomy &amp; Taxidermy</p> <p>Agincourt 600</p>	<p>All museums participated in Natural history collections review and exhibits for travelling exhibition. The resulting exhibition has been shown at Abergavenny and will come to Chepstow in the next period.</p> <p>Participation by Abergavenny Museum &amp; Monmouth Museum – touring exhibition hosted at both venues. Re-enactment event at Abergavenny Museum. Lecture by Juliet Barker popular historian on Agincourt day anniversary itself at Monmouth.</p>	
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Retail and Joint Procurement	<p>After discussion and investigation with some suppliers that we all had in common, the conclusion was that we do not purchase large enough quantities of stock to qualify for any greater discounts that would enable us to benefit from joint procurement. We discussed producing specially commissioned products that we could all sell – but this required initial investment rather than a saving on the budget.</p>	<p>It hasn't been possible to significantly raise the level of income produced from the Museum shops – this is mainly due to our inability to invest in new stock because of restricted budgets. We have not been able to introduce an EPOS system which is restricting our ability to monitor our performance in retail and events programmes and adjust our approach accordingly.</p> <p>There are areas which we identified as opportunities in 2014/15 which we have not made as much progress on as we would like. These are to assess and refocus the current retail offer, to showcase more local products/produce and to stock items more appropriate to our audiences, sites and collections. Lack of staff capacity means this has not been addressed.</p>
<p>Opportunities to generate income from our cultural assets (within professional guidelines)</p> <p>Investigate potential to hire/lease for fee e.g. working with Bridgeman Art Library to licence Nelson Images.</p> <p>Promote the Nelson collection as an international attraction AJ, AR, RR&amp; Teams</p>	<p>We have made more use of buildings for courses and lectures. Our fundraising 'Exhibitions on Screen' and Bolshoi Ballet live broadcast screenings have been very successful, and have been supported by additional donations from community businesses and other museums.</p> <p>We have not made progress on the areas of licensing and commercialisation of the Nelson collection due to a lack of capacity. These are identified in the new Forward Plan.</p>	<p>Using the AIM Economic Toolkit we have identified that Monmouthshire Museums Service contributed over £1.246M to the local economy in 2012/13.</p>
Sharing Treasures/HLF Project	<p>Our dual site exhibitions 'Sites of Inspiration Tintern Abbey and Llanthony Priory' at Chepstow Museum &amp; Abergavenny Museum respectively which brought prestigious artworks from national museums &amp; galleries</p>	<p>We have involved wider communities and looked to them for more support, through such programmes.</p>

	to ours, was extremely successful attracting new and repeat audiences. We also ran an events programme including drop in lunchtime/evening lectures, special 'day schools' on artist Samuel Palmer and the Picturesque, hands' on archaeology activities, and children's activities on set days, curator talks/guided tours for group visits, and worked through Community Engagement (grant funded by MALD) with groups in Tintern and Llanthony, projects in local schools etc.	
Hidden Presence project	Completed 2016. A joint project partnering with Ffotogallery in Cardiff & working with University of West of England on exploring through contemporary photographic media projects, the complex issues raised by the story of Nathaniel Wells, son of plantation owner on St Kitts and one of his enslaved African women, who inherited his father's wealth, bought Piercefield estate near Chepstow and rose in society becoming Britain's first black sheriff. There were two strands to the project, funded by HLF & Arts Council Wales, one working with young people and schools creating digital media, the other photographer's commission resulting in legacy work.	Partnership work with other organisations. Creative work with local schools and young people through Youth Services
What is Fashion?	Completed. We worked with a costume specialist to assess our collections and they identified items to show and discuss with participants in a sewing project who worked with a tutor to produce garments inspired by the collections at Chepstow & Abergavenny Museums. These featured in final exhibitions alongside the items from our collections. The Museums worked with social enterprise Vintage Vision and produced 'pop-up museum' displays in their shops at Abergavenny & Chepstow	We have involved wider communities and looked to them for more support, through such programmes.
Kids In Museums. Take Over Day On-going projects	Completed – All the Museum sites have participated in various Take Over Day Kids in Museums Projects each year during the lifetime of the previous forward plan.	

<p>Community Consultation users &amp; non-users</p>	<p>We have carried out consultation alongside specific projects such as Sharing Treasures and at events such as Green Man Festival and the Bike Bash. We participated in Visitor Verdict and a Monmouthshire Tourism, Leisure and Culture wide survey. Events such as the Welsh Festival and Museums at Night allow our sites to benefit from collective all Wales marketing opportunities and afterwards evaluation information. There has also been some interaction with non-users. However we have not done as much consultation as we would like and we do not have the capacity to properly analyse the information.</p> <p>Members of the community were invited to curate new archaeology displays at Abergavenny Museum and compile associated gallery information folders.</p> <p>A university student ran a public participation programme at Abergavenny Museum on archaeological conservation. <a href="http://www.reshapingthepast.org/">http://www.reshapingthepast.org/</a> A piece of our collection was restored free of charge and to criteria chosen by the public – an important step forward in community cocuration.</p> <p>Linking with less tangible heritage e.g. town trails /Access to collections through video links. This has been carried out in part through involvement with projects carried out by Abergavenny Local History Society.</p>	<p>Our volunteer programme where volunteers have directly participated in museum activities have provided opportunities to gain a greater knowledge, understanding and appreciation of local communities. Volunteer satisfaction surveys have allowed us to capture some data about their relationships with the museums.</p> <p>Partnerships with Beavers/Abergavenny Orchard/King Henry Drama Students and organisations such as Transition Towns, Vintage Vision, schools, colleges, universities, charity sector, green groups, social services, adult and family education, specialist societies.</p>
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<p>HLF Collecting Cultures Wye Tour Project (2008-2014)</p>	<p>Project based around funding to acquire original artworks for Chepstow Museum related to the Wye Tour 1770 -1830 with associated community engagement projects e.g. Wye Oh Wye community theatre production.</p>	<p>Raised the profile of this collection some of which were acquired with additional grant funding from the Art Fund and V&amp;A Purchase Grant Fund, Beecroft Bequest etc. Some works have already featured in exhibitions – John Martin of Chepstow at Tate, and Francis Towne of Tintern in digital catalogue to coincide with British Museum exhibition. Curator asked by HLF to give presentations on the project in Wales &amp; in London to the 2<sup>nd</sup> cohort of Collecting Cultures.</p>
<p>Caldicot Castle Museum Collections</p>	<p>Museum staff have worked with staff at Caldicot Castle to ensure the collection remains Accredited. The Object Conservator has worked with staff at Caldicot Castle to develop a Collections Care Plan.</p>	

<p>Tackling Child Poverty /Transforming Children's Lives – involved in initiatives as needed.</p>	<p>We have been involved in many initiatives that provide opportunities for children to get involved in cultural activities. These include - Informal holiday family activities at all sites; Participation in Summer Learning Week with Monmouth Comprehensive and Community Connections; Children's live theatre; Happy Museum Project; Targeted KS3 projects through arts/history Campaign! Make an Impact project – Chartism. Skills development through volunteering.</p>	
<p>Collections Digitisation Project</p>	<p>Increase digitisation of collections through volunteer programmes – e.g. Collections Access Project (MALD funded) and Beachley Project. Over 4000 photographs catalogued under the Army Apprentices' College project at Chepstow with funding from a Community Covenant grant.</p>	<p>We are currently very reliant on volunteers for this work which is in some places quite resource heavy in terms of needing supervision. This is therefore not moving as fast as we would like and we have not reached a position where we could carry this work out using volunteers alone.</p> <p>Documentation Volunteers have been managed well due to the Collections Access Officer being in post. This post however has come to an end and curators are now managing these volunteers and the projects as much as possible.</p>

<p>Training for Work – through CLOCH scheme.</p>	<p>A CLOCH trainee worked for some time on the Cataloguing project at Chepstow Museum.</p> <p>Beyond CLOCH we have continued to support the principal of training people for work by continuing with our volunteer programme. We regularly ‘survey’ our documentation volunteers to monitor how they gain from working with us – i.e. by learning new skills, gaining workplace experience for career development, realising a sense of achievement and fulfilment through greater knowledge, understanding and appreciation of local communities. In addition to our formal volunteer programme we are working with Homestart and providing work experience through them as well as hosting more general volunteers. We have also recruited and trained 7 community reminiscence volunteers who go out the local residential and care homes to deliver our memory box project.</p> <p>WW1 volunteers have all had People’s Collection Wales digitising for Museums training. 5 are taking the accredited course. They are collecting community stories through roadshows and going through the collections at Monmouth to source WW1 related material.</p>	
<p>Sustainability - Reduce our impact on the environment.</p>	<p>We have spoken to colleagues about reducing our carbon footprint but there is a lack of practical solutions available. Our involvement with Grow Wild at Abergavenny supports efforts across Monmouthshire to plant pollinator friendly and helps with the idea of linking the countryside to the heritage. We have changed the majority of gallery lighting to LED fittings. Waste is segregated for appropriate recycling. Environmentally friendly/recycled products purchased whenever available/possible.</p>	
<p>Investigate opportunity for and if appropriate appoint Museums Community Engagement Officer</p>	<p>Not carried out as MALD ceased to give grants for funded short term posts.</p>	
<p>Review of lifelong learning and Learning Officer post</p>	<p>The Learning Officer Post still remains a temporary contract but extends across Tourism, Leisure and Culture.</p>	<p>At some sites the lack of suitable space is holding us back – having to share space with general access.</p>

	<p>A formal learning audit has taken place at each site and new learning workshops have been developed including WW2 and the Tudors. Loan boxes to accompany sessions or use as self-led classroom based resources have also been developed on the Victorians, Romans, WW2 and the Tudors.</p> <p>We have been extending our lifelong learning programme. We promote flexible learning - we have run courses of lectures, day schools, individual lectures, practical skills workshops, family and children's activities, giving people of all ages the chance to learn and acquire new skills in friendly and informal environments.</p> <p>We offer opportunities for participation - we have created reminiscence boxes for the elderly, hosted visits to the museums from Mental Health groups, residents from homes for the elderly, 'Dads Can' and 'Talk to Hard of Hearing' etc. Our children's activity area is used by families and groups</p>	<p>Our work with communities and working with education and social care relies on our Learning Officer. This is a temporary post with at the moment no plan to make it permanent.</p> <p>Work is still required to create an informal learning programme across all sites. Ad hoc family sessions take place during school holidays at Abergavenny and Chepstow museums but work to streamline a programme across all sites is ongoing.</p> <p>There is demand for the reminiscence service but our capacity cannot meet current demand so we are unable to develop this area further.</p>
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## **Appendix 7: Succession Planning**

Succession planning is a term widely used in developing Business Continuity plans for an organisation and this is something we are working towards with MCC. If our service is disrupted for any reason it is important to get our key services back on line as quickly as possible. Planning for a disruption would include us looking at all our key resources:

- people – number, skills, etc.
- premises – size, location, etc.
- technology
- information
- equipment
- supplies

and developing options to mitigate the loss of any of these key resources.

With regard to staffing our approach includes identifying whether any of our staff could be a 'single point of failure' and ensuring who we have who could step into other roles if required.

MCC's 'People Strategy' aims to allow us to create the conditions that enable us to meet the changing demands on public service. It enables us to focus on what good will look like, connect people to purpose to improve performance, give us a greater ability to adapt and provide our workforce with the right skills and tools to meet the changing demands of our organisation and society.

## **Appendix 8 – Access Statements**

### **Abergavenny Museum and Castle**

#### **1. Introduction**

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access, including the provision of access to our service through the Welsh language are addressed in sections 5-8.

Please note: “The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors.”

Abergavenny Museum and Castle is situated within its own Grounds and is located within easy walking distance of Abergavenny town centre in the beautiful county of Monmouthshire. It is one of the three museums run and managed by Monmouthshire County Council. The Museum has an active programme of temporary exhibitions, special events and a permanent display of museum collections relating to various aspects of life in Abergavenny and its outlying villages through the ages. It also has a well-stocked gift shop selling specialist books, postcards, toys, Museum and Castle souvenirs and a range of crafts from a local artist collective ‘Made in Monmouthshire’.

#### **2. Practical Information**

Abergavenny Museum and Castle, Castle Street, Abergavenny, Monmouthshire, NP7 5EE  
Tel: 01873 854282. Email: [abergavennymuseum@monmouthshire.gov.uk](mailto:abergavennymuseum@monmouthshire.gov.uk)  
Website: [www.abergavennymuseum.co.uk](http://www.abergavennymuseum.co.uk). T: [www.twitter.com/AberMuseum](http://www.twitter.com/AberMuseum)  
F: Find us on Facebook- Abergavenny Museum

##### Opening Times:

March to October: Mon to Sat 11am – 1pm and 2pm - 5pm, Sunday 2pm – 5pm.

Nov to February: Mon to Sat 11 am – 1 pm and 2 pm - 4 pm.

Admission Free. Pre-arranged group & school visits can be arranged out of normal hours.

#### **3. Geographical Access**

##### Train

The nearest railway station is Abergavenny located on Station Road, which is approximately 15 minutes’ walk away. Taxis are normally available at the station. There is a pay and display car park located at the Station. For further station information about the station: telephone National Rail enquires on 0845 748 4950 or follow this link.

<http://www.nationalrail.co.uk/stations/agv/details.html>

##### Bus

The bus station is approximately 10 minutes’ walk from the Museum and Castle and is located on Monmouth Road. You can also find Tourist Information located here. Bus Information is available throughout the year by telephoning 0871 200 2233 from 7 am – 10 pm daily. For online information for public transport, follow these links:

<http://www.monmouthshire.gov.uk/index.php?id=publictransport> [www.travelinecymru.info](http://www.travelinecymru.info) Car



A small free car park is available for visitors to the Museum and Castle grounds. There are a number of public car parks nearby. The nearest is Castle Street Car park located very near to the Castle entrance. <http://www.monmouthshire.gov.uk/index.php?id=parking> Bikes There are some railings in close proximity to the main entrance which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises. The Museum and Castle is located near to the National Cycle Route NCN 8 – Lôn Las Cymru. For national cycle network and route information, telephone 0845 113 0065.

More information is available on [www.sustrans.org.uk](http://www.sustrans.org.uk) <http://www.sustrans.org.uk/map?searchKey=Search+our+mapping&searchType=search&Search=Find#329909,214045,5>

#### 4. **Physical Access**

Please Note. The Museum building is listed and is set within an ancient monument. This makes necessary changes to improve access more problematic than might be found in other settings. However it is central to our policy to continue to enhance access to the buildings and collections for those with a physical or sensory disability.

##### Disabled parking

There is no dedicated disabled parking. However the car park is on one level and there are no steps between the car park and the museum. NB: The grounds of the Castle are uneven.

##### Arrival

The main entrance to the museum is approached via a gradual ramp from the Museum and Castle car park within the Castle grounds. The entrance door is normally fixed open during opening hours and is a double door with a width of 110 cm. This leads straight into a large vestibule measuring 361 cm by 251 cm. Our large community notice board is situated in here along with some tourist information. An umbrella stand is available for use. A double spiral staircase leads from here to our staff working areas. Straight facing is an internal glass door which is normally closed but has automatic door openers for optional use. The width of this door is 82.5 cm.

##### Reception

This door opens to our main reception, which is well-lit, with a reception desk to your immediate right as you enter. The shop is located opposite the reception desk on the left hand side as you enter the museum, all leading straight into the Keep gallery.

##### Link Corridor

From here, a short flight of steps lead down to the museum unisex and disabled toilet and baby changing facilities. Several fixed hooks for hanging coats are opposite the toilet door. Tourist information can also be found here.

##### Lower Gallery

Two short flights of steps going downwards with handrails lead to the Lower Gallery. This houses our changing programme of exhibitions. Disability access to this gallery is possible via a ramp leading from the Castle grounds. Please speak to the Custodian on duty to gain directions.

##### Basement

Continue through the Lower Gallery to the right and a steep flight of stairs with a handrail leads you downwards to our World War II Anderson Shelter with sound effects. A small set

of steps leads down again to our Saddlers and leather working tools display, our Victorian Welsh Kitchen and our 1940's local Grocery Store. Please note, wheel chair access is not possible to the basis and those with mobility issues should take care.

Exit the Museum by taking a backwards route, up all the stairs. The reception desk is staffed during opening hours and is located less than 1 metre away from the internal entrance door. The reception desk has been designed to accommodate the needs of different users and is 78 cm high at its lowest point. Family backpacks can be borrowed for a non-monetary deposit for family fun in the Castle Grounds. Our donation box is also located here.

### Shop

The floor of the shop is level. High display shelves may not be accessed from a seated position. Staff are available to provide assistance. There is room to manoeuvre a pram or a wheelchair. Souvenirs including Abergavenny Museum and Castle guide books can be purchased from the Reception desk.

### Toilet facilities

There is a unisex WC located on the ground floor near the main entrance which is wheelchair accessible via a double door width measurement of 116 cm. Toilet facility measurements 137.5 cm by 166.5 cm and comprise of toilet, wash hand basin, hot water provider, soap dispenser, automatic hand drier, baby changing table and a general purpose bin. The toilet roll dispenser is placed 108 cm from floor level. There is short handrail fixed to the wall.

### Flooring

The floor of the entrance vestibule is both quarry tiled and carpeted. The spiral stairs for accessing workspace are metal. The reception area, shop and Old galleries are carpeted throughout. All of the stairs are stone with the exceptions of a small flight between the Keep and the Lower Gallery which are carpeted. The flooring of the toilet facilities on the ground floor is vinyl tiled.

### Displays

The displays in the keep gallery feature 2D works and all work is captioned with text size 14 or above. 2D works are hung to a level to ensure as visibly accessible to users as possible.

There are a number of stairs to access the gallery and display areas. A small flight of stone steps to access the toilet facilities and a further flight of stone steps plus a smaller flight of carpeted steps these with a left hand bend to access the Old gallery. These steps can be by-passed via a ramp to the Lower Gallery, by contacting the reception staff. A steep and long flight of steps provides access to the displays in the area of the 1940's general store. Staff and visitors by appointment have a double flight of metal spiral stairs to climb to access our work space and the Curator's office. All stairs have handrails alongside them.

The displays in the museum in the Keep and Lower Galleries are a combination of works within glass or Perspex display cases, open display, and panels with a combination of bilingual (Welsh and English) text and images. We try to ensure text on these wall panels is at least size 16 with smaller captions at size 14. A large print copy of wall display texts can be made available on request.

## Lighting

The reception and shop are well and evenly lit. The galleries are normally well and evenly lit except on occasion when light levels need to be lowered for conservation needs of specific art works. The stairs to the museum are well lit but some rooms in the museum displays have low light levels, due to the conservation needs of more vulnerable museum objects.

### 5. **Intellectual access**

We recognise that there can be intellectual barriers to access to our collections and events, and to overcome this, our displays are designed with regard to informing visitors with differing learning styles, prior knowledge, and/or abilities.

We provide three listening posts, one in the Old Gallery, one in the Welsh Kitchen and one in Basil Jones Grocery store. We have a wall mounted television screen which shows photographs on loop relevant to current exhibitions in the Old Gallery and all these provide interest to the exhibitions. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

There are opportunities for handling objects and trying on replica costume throughout.

We encourage the widest possible audience to study the collection and seek ways to improve and extend access to information and scholarly research. We consult with users, non-users, specialist organisations, and other museums and galleries, on the best and most practical ways of improving intellectual access.

Members of staff on duty will where possible provide assistance & additional information.

### 6. **Social access**

It is our policy to remove social barriers to access by ensuring that entry at low cost or no charge is offered for the museum and special events, and where charges have to be made they are kept as low as possible.

### 7. **Cultural access**

We recognise that cultural or social barriers to accessing the Museum and its collections may exist. To challenge and overcome these barriers we will continue to undertake initiatives to reach different sectors of the community, to enable them to engage with the Museum and its collections.

### 8. **Welsh language**

We recognise Welsh as an official language and its equal status with English. We therefore make as much of our offer available in Welsh as we can. This includes, our exhibition panels and captions, a selection of published material and our website content.

### 9. **Additional information**

- All staff receives training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum and gallery and Castle grounds. Non-assistance dogs are not.
- All measurements are approximate.
- We welcome suggestions on improving our service through comments books, phone, email etc.

## **Chepstow Museum - Access Statement**

### **1. Introduction**

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access, including the provision of access to our service through the Welsh language are also addressed. Please note “The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors.”

Chepstow Museum is located in the town of Chepstow. It is one of three museum buildings directly run by Monmouthshire County Council Museums Service. Its home is a fine Grade II listed 18th century town house, Gwy House, located in Lower Chepstow, opposite Chepstow Castle car park and the Tourist Information Centre, in what Monmouthshire County Council is now designating the ‘cultural quarter’ of Chepstow, and certainly the tourist main destination. There are currently six gallery spaces housing displays about the history and development of the town, the working life of the town and its people, their leisure activities, domestic life, the history of Gwy House itself, Views of Chepstow Castle, as well as a gallery for changing exhibitions. It also has an attractive and well stocked retail area selling appropriate retro and period gifts, cards, toys, games etc. At the rear of the museum is a boat house displaying a conserved traditional salmon fishing boat from the Wye. Most workshops, lectures and large scale events are held in the nearby Drill Hall just behind the Museum.

### **2. Practical Information**

Chepstow Museum, Gwy House, Bridge Street, Chepstow, Monmouthshire, NP16 5EZ

Tel: 01291 625981 e-mail: [chepstowmuseum@monmouthshire.gov.uk](mailto:chepstowmuseum@monmouthshire.gov.uk)

Follow us on twitter: @chepstowmuseum [www.chepstowmuseum.co.uk](http://www.chepstowmuseum.co.uk)

Opening Hours: Monday – Saturday (inc Bank Hols) 11-5, Sunday 2-5

Extended hours July-Sept inclusive, open 10.30am, close 5.30pm

Reduced hours Nov-Feb, close 4pm. Closed, Dec 25, 26 & following, New Year’s Day.

Admission Free Pre-booked group and school visits can be arranged out of normal hours

### **3. Geographical Access**

#### Train

Chepstow Station is approximately 5-10 minutes’ walk away from the museum. Taxis are often available at the station. There is a car park close by in Station Road. For further information follow this link <http://www.nationalrail.co.uk/stations/cpw/details.html> or telephone National Rail enquiries on 0845 748 4950

#### Coach and Bus

National Express coaches direct to London Victoria, Heathrow, Gatwick, Cardiff, Swansea & West Wales, from Chepstow Bus Station in Thomas Street, 5-10 minutes’ walk from Museum. <http://www.nationalexpress.com/home.aspx>

Buses direct to Bristol, Newport, Monmouth, etc. also from Chepstow Bus Station, to Lydney, from bus stop opposite the Museum. For online information about bus timetables, follow this link <http://www.monmouthshire.gov.uk/publictransport/> For online information for public transport, follow <http://www.traveline-cymru.info/>

### Car

The Museum does not have its own dedicated car parking, but there is a large public car park just across the road: Chepstow Castle Car Park has 99 car spaces and 5 coach spaces, 4 disabled spaces (which are free). This is a Pay & Display car park, free on Sundays, and free at all times for disabled and motorbike parking.

The Drill Hall where Museum events are often held has a car park adjacent. This is only 2 minutes from the Museum entrance too. 80 Car spaces, 3 disabled spaces. No coaches. Pay & Display (free on Sundays and free at all times for disabled and motorbike parking)  
For Chepstow Car Parking information online <http://www.monmouthshire.gov.uk/parking/>

### Disabled parking

The 4 disabled parking bays in the car park across Bridge Street are located almost directly opposite our main entrance, There would be a distance of c25 metres to our main entrance.

### Bikes

There are railings in the museum forecourt which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises. Chepstow is on the National Cycle Network (Route 4, London – Fishguard) and the Celtic Trail. For more information: <http://www.sustrans.org.uk/what-we-do/national-cycle-network>

### Walkers

Chepstow is at the start/finish of several major hiking routes: Offa's Dyke Path, The Wye Valley Walk and the Wales Coast Path, with markers near the Museum on the Riverside. Chepstow also has Walkers are Welcome status.

## **4. Physical Access**

The Museum's status as Listed Building makes changes to improve access more problematic but our policy is to enhance access to the building and museum collections for those with a physical and sensory disability.

### Entrance

The main entrance is approached from Bridge Street on to a level forecourt. There are two shallow steps up to the portico entrance. The double doors which are fixed open during opening hours (118cms opening width), open into a small lobby. Push chairs can be left here, and school groups can leave bags and coats and there is an umbrella stand. There are notice boards here with posters for community and regional events, and leaflet racks for local attractions and other local information. An internal single glazed door which is normally closed, can be pushed or pulled open (83cms wide) and opens by the reception desk into the entrance hall.

### Ramped entrance

There is a ramped entrance with railing alongside, from the Museum forecourt on the left hand side of the building leading up to double doors, where there is a bell. Front of house staff assist with the opening of the doors and entry into the museum at this point.

### Reception

The reception desk is always manned by our front of house staff who welcome everyone to the Museum. Staff request large bags and rucksacks to be left with them here (to avoid any collisions with clocks and other period furniture on open display). There is an induction loop

in this area. Trails and quiz sheets are also made available at the desk. Wi-Fi is available in the public areas.

The museum shop also occupies the entrance hall. There is room to manoeuvre a wheelchair or a pushchair. Top shelves would not be accessible from a seated position but front of house staff will assist. The arched areas of the entrance hall have elaborate plasterwork ceilings and at the far end the cantilevered staircase to the first floor forms an area beneath with a display cabinet about Chepstow's WW1 VC Able Seaman Williams,

Galleries and corridors to galleries open off this entrance hall through doorways all just over 1 metre wide. The entrance hall also houses some of the Museum collections of late 18th and early 19th century long case clocks from Chepstow clockmakers.

### Toilet facilities

On the ground floor, off the corridor leading from the entrance hall, there are two unisex toilets with washbasins and hand driers, one of which, (189cms x 196cms) designed for wheelchair access, also has baby changing facilities. Signage on the doors is also in Braille. The wheelchair accessible toilet has a sliding door (76cms opening width) toilet with contrasting seat, wash hand basin, hot water provider, soap dispenser, hand drier, alarm pull, 4 grab rails, toilet roll dispenser (52cms from floor) bin, full length mirror.

### Flooring

Lobby and entrance have terrazzo floor and the entrance hall has stone tiles. The changing exhibitions gallery has original wooden floorboards. Other galleries and corridors have carpet tiles but there are no deep piles. The toilet facilities are quarry tiled. The stairs are partially carpeted with nosings that also provide differentiation.

### Lighting

The reception area and shop are brightly and evenly lit. Lighting in most of the galleries is sensor operated so that the majority of the lights are activated by the visitor. Stairwell and corridor galleries are constantly lit at optimum levels. Light levels in some areas are low due to conservation needs of more vulnerable objects.

### Displays

On the ground floor, there are two galleries opening off the entrance hall:

The Story of the Development of the Town includes a central display with reconstruction paintings of the town throughout its history. There are cased displays for objects and wall mounted framed displays for prints, photos and other 2D material. Labels have a hierarchy with larger text and smaller text for individual objects. Small text is minimum of 14 point mostly larger. Larger Subject headings in acrylic lettering above cases and panels.

The room also has a 'teddy bear house' for children to select a bear to take around the museum with associated family trails on different themes...

Changing Exhibitions gallery includes fold out wall panels for maximum display of 2D material. Two built in wall cases with internal lighting. Throughout museum 2D work is hung to level to ensure visibly accessible to all users wherever possible.

A corridor from the entrance hall leads to a room with reconstructions of Hospital and School – both phases in the History of the House. The corridor continues with displays about Chepstow at Play framed wall panels of photographs, programmes and accompanying

labels, suspended penny farthing and large poster for the film of Ivanhoe made in Chepstow in 1913.

The corridor leads to the largest gallery in the Museum (a 1930s extension to the Georgian house, built on as a hospital ward) with displays and recreations of aspects of Chepstow's working life, once important port and busy market town. Many of the cases are built into frameworks that complement the theme of the display e.g. vaulted cellar for the Wine Trade, recreation of Old Bank doorway for history of banks, old Shop front for displays about shops in the High street etc. This gallery includes new computer touch screen interactives, installed at a height suitable for users in wheelchairs.

The first floor galleries are accessed currently only by shallow stairs up the original curved cantilevered staircase from the entrance hall, below an oval domed skylight. Wheelchair access is currently not possible to the first floor.

The walls of the stairwell are hung with oil paintings of Chepstow and the Wye. The first floor landing also has longcase clocks, some period furniture, paintings, and display case.

#### Galleries opening off the landing:

The Print Room – Wall hung framed prints of Chepstow castle with contemporary visitor's comments; the room also houses an activity station for young visitors with drawers including craft activities as well as quests to take around the museum, puppets, period toys and other activities related to the displays. There is also a dressing up box with Victorian children's clothing, and a specially created big book about a young girl's first visit to Chepstow Museum, with an associated bag of objects to handle. Surfaces to use for these activities include a plan chest (housing conservation board) and the tops of cupboards which also house the museum's paper collections.

Domestic History – cased displays of 19th and early 20th century objects on the themes of washing, ironing, cooking, hairdressing, etc. and some free standing associated exhibits.

Wye Tour Gallery (in the course of completion) featuring a reconstruction of part of a Wye Tour boat in which visitors can experience various interactive and filmic interpretations of the tour down the river from Ross to Chepstow popular with visitors in late 18th /early 19th century.

#### At the back of the Museum – Boat House display

Accessed independently around the outside of the building, on level surface, through wide back gates and onto bonded gravel area, the reconstructed Chepstow boat house displays a conserved late 19th century local traditional salmon fishing stop net boat. Touch screen interactive interpretation incorporating filmed oral histories cut with archive photos and documents.

#### Intellectual Access

Displays are designed to attract and engage visitors catering for different learning styles, needs, and levels of knowledge. As well as conventional panels and cased displays, there are atmospheric reconstructions and interactives.

There are 8 touch screen interactives. All have been designed with retuning local visitors in mind so that there are different levels of fuller content. Some have been designed to give greater access to our collections – especially photographic archive, others to enable bigger

stories / more information to be more interestingly accessed. There are different styles of interactive - game based, photo archive, 'journey based', story based, oral history etc. Other interactive exhibits include – hidden doors that when opened reveal birds and animals of the We Valley and the sound they make. Film is also being used in the new Wye Tour gallery, as are more basic interactive ways of looking at text and pictures.

Objects to handle and reproduction clothing, & also used to actively engage young & old. Hand lists or leaflets have been substituted for labels in changing exhibitions largely composed of paintings (so that users are not constantly moving backwards – to look at the picture - and forwards – to read the labels)

Members of staff where possible provide assistance and additional information or take enquiries for further in depth information. Occasional use of costumed interpreters within the museum, as well as talks, day schools, events and workshops on specific themes are all employed to stimulate and satisfy access to knowledge and information about the collections, exhibitions, Chepstow and the locality.

Photographs and other items from the collections have already been used to take history onto the streets of Chepstow in ceramic wall tiles that form part of the town trail & results of research (e.g. the history of shops in the High Street) on to plaques in the pavement. Images and information made accessible at all hours to locals and visitors alike.

Our aim is to employ varied & appealing ways, using new technologies where appropriate, to improve intellectual access to the Museum collections & their stories & to encourage & engage with new & wider audiences as well as our established visitors & users.

## **5. Social and cultural access**

We continue to tackle real or perceived cultural and social barriers. Free entry to the Museum is an important plank of this policy. Events and workshops all have a reduced cost admission (concession rates) for Senior Citizens, Students, young people, disabled and their carers and unwaged.

We will continue to undertake initiatives to reach and engage with different sectors of the community, for example by taking displays and activities from the museum out to other unrelated events, setting up a 'pop up museum' in a vacant High Street shop for a short term project & recruiting volunteers for different projects from a wider age & interest base.

We recognise Welsh as an official language and its equal status with English. Newly generated exhibition content is bilingual as are associated publicity and publications where possible. New touch screen interactives have bilingual options.

## **6. Welsh language**

We recognise Welsh as an official language and its equal status with English. This will be addressed as new exhibition text and other material is initiated.

## **7. Additional information**

- All staff receive training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum. Non-assistance dogs are not.
- All measurements are approximate. We welcome suggestions on improving our service through comments books, phone, email etc.



## **Nelson Museum & Local History Centre, Monmouth Access Statement**

### **1. Introduction**

This statement, deals in the main with issues of geographical and physical access. However matters of, intellectual, social, and cultural access are also addressed.

*Please note "The access statement does not contain personal opinions regarding our suitability for those with disabilities but aims to describe the facilities and services we offer for all our visitors."*

The Nelson Museum & Local History Centre is located in the centre of Monmouth. It is one of three museum operated by Monmouthshire County Council's Museum Service. It has a magnificent internationally renowned collection of Nelson material. The history of this ancient town is also illustrated. Charles Rolls co-founder of Rolls Royce lived locally and his exploits are also featured in the History Centre. It also has a gift and book shop selling appropriately themed products.

### **2. Practical Information**

The Nelson Museum & Local History Centre, Market Hall, Priory Street, Monmouth, Monmouthshire, NP25 3XA. Tel: 01600 710630 [nelsonmuseum@monmouthshire.gov.uk](mailto:nelsonmuseum@monmouthshire.gov.uk)  
Admission Free. Pre-arranged group and school visits can be arranged out of normal hours  
Opening Hours: Mon-Sat 11-1, 2-5, Sun 2-5 reduced hours Nov – Feb inclusive close 4pm  
Monmouth Field & History Society meet monthly here & run the Flower table in the Foyer

### **3. Geographical Access**

#### Train

The nearest stations are Newport, Abergavenny or Hereford, there is no station in Monmouth

#### Bus

The nearest bus stop is located in Agincourt Square, c.100 metres away from our main entrance. Bus Information is available throughout the year by telephoning 0871 200 2233 from 7 am – 10 pm daily. For online information for public transport, follow these links:

<http://www.monmouthshire.gov.uk/index.php?id=publictransport> [www.travelinecymru.info](http://www.travelinecymru.info)

#### Car

The museum and gallery does not have dedicated public parking.

<http://www.monmouthshire.gov.uk/index.php?id=parking>

There are a number of public car parks nearby. Glendower Street, short term parking 5 minutes' walk. Old Cattle Market, long term parking, 10 minutes' walk.

#### Disabled parking

There is Blue Badge disabled parking close by.

#### Bikes

We do not currently have a dedicated bike rail close to the museum entrance. There is a wall with railings in close proximity which may be suitable for chaining a bike. We cannot guarantee the security of the bike while on our premises.

### **4. Physical Access**

#### Entrance

The main entrance to the museum is approached from Priory Street on a level pavement. The front door is automatic and is 153 cms wide, and opens into a large foyer. Here there is a

noticeboard with posters for community events and other attractions in the area. Leaflets are also available. There are cased displays relating to the Museum collections, and also additional shop related displays. There is also a Wild Flower table maintained by the Field & History Society. The museum is accessed by an internal glass door which is normally closed with a push door handle. The width of this door is 91 cms.

### Reception

This door opens to our main reception, which is well-lit, with a reception desk facing you as you enter. The shop is located to the side of our reception desk, the galleries located off the shop entrance. A bin for umbrellas, a donation box and tourism information leaflets relating to Monmouth and the immediate vicinity. The reception desk is staffed during opening hours and is located less than 1.5m away from the internal entrance door. The reception desk has been designed to accommodate the needs of different users and is 115cms high. A hearing induction loop for use in the main gallery can be made available on request. Wi-Fi is available throughout the Museum. Two family backpacks created as part of an Our Town community project can also be hired from here to go out and explore the town's history,

### Shop

The floor of the shop is level. High display shelves may not be accessed from a seated position. Staff are available to provide assistance. There is room to manoeuvre a pram or a wheelchair. The shop is licensed to sell alcohol.

### Toilet facilities

There is a unisex WC located on the ground floor off the museum's research and library area, which is wheelchair accessible. It measures 230 cms by 300 cms and comprises toilet, wash hand basin, hot water provider, soap dispenser, paper towel dispenser, bin and sanitary bin. The toilet roll dispenser is placed 87 cms from floor level. There a baby changing table. There is short handrail fixed to the wall and a pull down arm rest. (A shower is also available)

There is a Ladies toilet with vinyl flooring located at the end of the corridor. There is an outer door 81 cms wide with a wash hand basin, hot water provider, paper towel dispenser and bin. There is then an internal door 57.5 cms wide to the toilet cubicle. The Men's facilities are identical in size.

### Flooring

The foyer has ceramic tiles, the reception and shop, museum and upper gallery are carpeted. The toilets and access corridor are covered with vinyl flooring. The stairs to the upper gallery have solid treads of a dark composite material.

### Displays

On the ground floor, leading off to the right through an arched entrance is the Nelson collection. The central gallery has local history displays & is also used for changing exhibitions. Leading off to the left is a reference library & research area, equipped with microfiche reader, scanner/photocopier with collections accessible under supervision of the front of house staff. There are children's activities& a family activity centre is also available.

The displays in the galleries feature either 2D or 3D works and all work is captioned with text size 14pt or above. 2D works are hung to a level to ensure as visibly accessible to users as possible.

There are a number of stairs to access the first floor - the first flight comes onto a landing, and then 6 steps to reach the first floor. There is a wooden handrail alongside all stairs.

The displays in the museum on the ground floor are a combination of works within glass display cases, open display (such as the furniture), and panels with a combination of text and images. We try to ensure text on these wall panels is at least size 16 with smaller captions at size 14.

There is a member of staff in the museum who can provide assistance and additional information. A file containing photographs and information about exhibits in the first floor gallery is available for those unable to access it. We do not currently offer an audio trail. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

### Lighting

The reception and shop are well and evenly lit. The gallery is normally well and evenly lit except on occasion when light levels need to be lowered for conservation needs of specific art works. The stairs are well lit but some museum displays have low light levels, due to the conservation needs of more vulnerable museum objects.

### **5. Intellectual access**

We recognise that there can be intellectual barriers to access to our collections and events, and to overcome this, our displays are designed with regard to informing visitors with differing learning styles, prior knowledge, and/or abilities.

QR codes giving access to Wikipedia pages generated under the Monmouthpedia initiative (the first Wikipedia town in the world) allow visitors with smart phones to access in depth information which is also accessible in up to 20 different languages. Pre-arranged tours for groups, schools, colleges with specific needs can be arranged.

We encourage the widest possible audience to study the collection and seek ways to improve and extend access to information and scholarly research. We consult with users, non-users, specialist organisations, and other museums and galleries, on the best and most practical ways of improving intellectual access. Members of staff on duty will where possible provide assistance and additional information.

### **6. Social access**

It is our policy to remove social barriers to access by ensuring that entry at low cost or no charge is offered and where charges have to be made they are kept as low as possible.

### **7. Cultural access**

We recognise that cultural or social barriers to accessing the Museum and its collections may exist. To challenge and overcome these barriers we will continue to undertake initiatives to reach different sectors of the community, and engage them with the Museum and its collections.

### **8. Welsh language**

We recognise Welsh as an official language and its equal status with English. This will be addressed as new exhibition text and other material is initiated.

### **9. Additional information**

- All staff receive training that includes disability awareness and customer care.
- Assistance dogs are welcome inside the museum. Non-assistance dogs are not.
- We welcome suggestions on improving our service through comments books, phone, email etc.