Elmbridge Museum

Elmbridge Borough Council

2016-2019 Forward Plan

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1. PURPOSE

This 2016-19 Forward Plan for Elmbridge Museum is the latest in a sequence of plans which has helped to guide its development. It aims to provide a clear direction and purpose for the Museum and its activities.

It is a working document to provide direction on day-to-day decisions and inform colleagues and members of Elmbridge Borough Council, partners and external agencies, including the Arts Council England (ACE) for the purpose of Museum Accreditation of the Museum’s intention.

2. BACKGROUND INFORMATION

The Museum opened in 1909 as the Museum for Weybridge and has operated as a local authority museum since the Local Government reorganisation in 1974, although the change of name to Elmbridge Museum did not happen until 1991. Until 2015, the Museum was housed in a Surrey County Council building in Weybridge.

Elmbridge Museum collects and cares for over 42,000 items, half of which consist of general social history objects. There is a strong representation of material related to domestic life, war and local industries and trade. Other elements include archaeology (including the Oatlands Palace archive), art and paintings and photographs. There are additional education handling and local studies research material Collections.

Over 99% of the collections are held in external secure storage. The majority of items including the rare and high value items are held in commercial leased stores in Weybridge. The remainder of the collections are held in the Council owned Elm Grove stores in Walton-on-Thames. A moratorium on acquisitions was set in 2005 as storage space was close to capacity and there was a backlog of 80 object entry forms dating from 2003.

In 2011/12 a new Collections Policy was developed with the support of internal and external stakeholders which re-focused the collection on items from and of significance to the history of the Borough of Elmbridge. The entire collection was formally reviewed and during 2012/13 Individual Cabinet Member Decision Making meetings approved the de-accessioning and disposal of 4,080 objects and documents of which 1,013 were returned to the donor or lender or transferred to a more appropriate museum before the strategic decision was taken to temporarily halt the disposal process. In February 2016 the Council Management Board approved the re-prioritisation of this work by fully supporting the Effective Collections Project.

In 2013 the collection was housed in the Museum and at three other stores across the Borough, and plans were being developed to build a Collections Resource Centre with a small display area, local studies room and museum staff office space.

In 2014 the front of house museum and permanent gallery closed in Weybridge and in 2015 the Museum Service relocated to the Council’s Civic Centre offices in Esher. The capital costs to build the Collections Resource Centre were too expensive but one store was relocated to the rented commercial storage in Weybridge and the Council owned Elm Grove Store was retained. Since the collections have been relocated, continuing improvements within all the stores have
been made towards meeting professional standards however space remains severely constrained.

3. 2013 ACCREDITATION

The Museum was awarded full Accreditation with Arts Council England in September 2013. Accreditation is an external scheme with the aim to improve professional standards across the museum sector. Accredited museums must adhere to the published standards of how they care for and document their collections, how they are governed and managed, and on the information and services they offer to their users.

The 2013 Full Accreditation award was achieved on the basis of closing the front of house of the museum and building a Collections Resource Centre with a small display area, local history studies room and office space for museum staff. Facilities offered would be:

- Workshops
- Talks
- Object handling
- Store tours
- Exhibitions
- Tailor-made activities
- Community projects
- Outreach education activities

As part of the 2013 Full Accreditation award, the Museum was also notified of two areas for improvement in line with the revised 2011 Standard:

1.5 Secure Occupancy: report on progress on developing plans to relocate the Museum service to a new Collections Resource Centre at next return

2.5 Documentation backlogs: confirm progress toward completion of stage two (inventory), stage three (discrepancy check) and stage four (accession register and security copy, marking/labelling, location/movement control and indexing) by next return.

These areas are actively being addressed and are expected to be completed within the 3 year life of this Forward Plan.

4. GOVERNANCE

The Council, as the Governing Body of Elmbridge Museum, meets on a regular basis and sets the overall Budget and the Authority’s Policy Framework. Decision-making related to the implementation of the Budget and Policy Framework (such as key Museum governance policies) is devolved to the Cabinet.

Day to day management responsibility for the Museum lies within the Leisure & Cultural Services Team within Elmbridge Borough Council.
Five year tenancy agreements are in place with Luxfords, a local family firm that own and manage the commercial stores. The agreement includes a six-month break clause. The Council recognises the risk that six months is a short time to organise and re-locate the collections from the commercial stores and that staff will need to be re-assigned from the planned duties. To mitigate the risk the Council has committed to provide temporary storage, should the need arise, until a better solution is found and to approve a high level action plan that enables detailed planning to start without undue delay.

The lease formalities on a replacement floor space in Luxfords have recently been completed which will enable an informally leased space to be relinquished by the end October 2016.

To date the arrangement between the Council and Surrey County Council libraries in respect of displaying the collections on site at Cobham, Thames Ditton and Walton libraries has been on an informal basis and the need for a formal agreement including support levels is recognised.

The Museum regularly loans out items from the collection for exhibition purposes where the care and security meets Accreditation standards. For time-bound special events items can be loaned to local organisations. Currently two paintings are out on loan to the Mayor and Chief Executive, being displayed in their respective chamber and office. Formal agreements are in place for all external loans.

5. MUSEUM MISSION STATEMENT
The Museum is provided by Elmbridge Borough Council and in 2011 the Elmbridge Borough Council Cabinet approved the following mission statement:

“**engaging people with their past, present and future by collecting, preserving and presenting selected and significant objects from the history of Elmbridge, for the purposes of learning and enjoyment.**”

6. SUMMARY OF ACHIEVEMENTS
Currently being marketed as an ‘Outreach Museum’, the Museum Service delivers the above mission statement by providing an active and vibrant service that meets the needs of the local audiences, and by using the collections more actively to produce positive impacts with and in the local communities. In recent years the Museum has achieved:

- A new display space within the Foyer area of the Civic Centre in Esher with plans for expansion in 2017
- Wider access to the collection by working collaboratively with local community groups and libraries to establish display areas within Thames Ditton, Cobham and Walton libraries and delivering a series of temporary exhibitions
- Revitalised and expanded the Learning and Outreach programme for schools and community groups and piloting of ‘pop-up museums’
- Running the popular Family Fun events programme across the borough as well as contributing to Council community activities
• Worldwide access to explore the Borough’s past through information and over 15,000 images of the collections via the Museum website enabled by a powerful search engine.

7. REVIEW OF CURRENT ACTIVITIES

7.1 Public Access
The collections are now more accessible than the static galleries at the former Weybridge site as artefacts are now physically accessible 7 days a week somewhere within the Borough and the broader digital collection is available 24/7 for a world-wide audience. All display sites are located within public buildings that provide disabled access and facilities and are without admission charges.

To maximise awareness, Elmbridge Museum and Elmbridge Borough Council advertises widely via its websites and social media, termly newsletters to schools, flyers, posters, brochures, press releases, attendance at events, existing networks, noticeboards etc.

7.2 Exhibitions
Over the last 18 months the Museum has had a continuous programme of temporary themed exhibitions with each of the four sites simultaneously hosting a bespoke display lasting 4 – 6 months each. Exhibitions have included: Chatley Farm Roman Bath-house and the history of Oatlands Palace. The space available is limited to the display cases and digital display screens at two sites. However, online content is being utilised to contribute to the exhibition programme, offering further, in-depth information on exhibition topics.

The Museum Service partnered with the Cobham Conservation and Heritage Trust to showcase Cobham based artefacts to the Cobham area, supported by the Trust funding the display case.

In 2016 the Museum piloted a socially engaged exhibition project, The Wrens of Oxshott, which is a two part collaborative project, displaying items from the museum collection followed by the outcomes from a bespoke school workshop and utilising the resources of the Cobham Conservation and Heritage Trust. The Trust sponsored the Museum membership of the school that participated in the project.

Although developing exhibitions is labour intensive/time-consuming they are an essential way of engaging with the residents and visitors to Elmbridge and celebrating the diverse heritage and communities of the Borough.

The implementation of a new more powerful search engine for the Museum website in 2015 has enabled images of the collections to reach a worldwide audience. To date there is a minimum of 15,500 images online and a further 885 2D prints and watercolour images will be added in early 2016. Further images will be added annually.

7.3 Learning Service
During 2014 and 2015 the Learning team took part in the Surrey-wide Learning on Your Doorstep ACE funded project to facilitate new connections between museums and primary
schools and as a result new relationships have been created. The new Roman outreach school session and Stone Age discovery box were developed as a direct result of the Museum’s involvement in the project and are available to be delivered or hired out.

There are now ten Discovery box themes of which eight are in multiples highlighting their popularity. To date the most frequently booked is Victorian Domestic Life.

The Learning on Our doorstep project also enabled the museum to build a relationship with Hinchley Wood School whereby they worked collaboratively with them to support a school wide WW1 project. All of the year 9 students at the school participated in the workshop where they learnt how to write museum labels for artwork they had created, inspired by their history research into WW1 soldiers. The museum also participated in two marketplace events run by the Learning on Our Doorstep project in order to showcase what Surrey museums have to offer local schools.

To encourage schools to engage with Elmbridge Museum a Schools Membership Scheme has been established which provides three 1.5hr outreach sessions, loan of up to six discovery boxes, support for one assembly and three Continuous Professional Development sessions for teachers. To date 8 schools have signed up and currently 7 schools are part of the membership scheme. For non-members one-off prices are also excellent value. The offer to schools includes delivery of workshops relating National Curriculum subjects to local history; 2 week loans of Discovery Boxes linked to National Curriculum subjects, that include real and replica objects, teachers’ notes and, resource packs; assemblies and bespoke workshops/projects such as pop up museums.

7.4 Outreach Activities and Events
To engage more with the local community and reach new audiences, the Museum Team has piloted activities and events for community groups that have been hosted within local community spaces, including the Civic Centre and actively participates in Borough events such as Shout! and Leisure Live.

The popular monthly Family Fun events for young families were run by the Museum Team prior to the relocation of the Museum to the Civic Centre and the Team now use a new central venue in the borough to run these events. The Family Fun events offer drop in workshops involving crafts, object handling and games and, where possible, utilise themes that reflect and link to the exhibition programme. The Team have worked hard to promote these events and attract new participants. Reminiscence workshops were also trialled in 2015 at Molesey Day Centre.

7.5 Visitor Numbers & Feedback
When the Museum Service was located at Weybridge, front of house personnel were able to collate visitor numbers as they entered the Museum. Exhibitions are now part of larger multiple purpose public spaces supported by different departments / organisations requiring an alternative approach. Going forward the use of trained volunteers will be explored to collect visitor data over a set period and extrapolating for a full year. In addition, negotiation is underway with Surrey County Council library staff to enable
qualitative feedback forms to be located next to the displays and then forwarded to the Museum team.

Over the 2 year period 2013 – 2015 the Learning and Outreach programme has almost doubled the annual number of people it has reached to 5,489 and the Family Fun sessions are seeing 18% repeat visitors. The Schools programme initially focused on primary schools within the Borough but has expanded further afield and 20% of the children reached are now from outside the Borough. Feedback has been universally positive, in particular about the improvements in content.

The number of visitors to the new website has increased from 11,419 over a 10 month period in 2014-15 (extrapolated to 13,702 for the full year) to 18,868 in the full year 2015-16.

The on-line collection is attracting more interest from an average of 96 views per month in 2014 to an average of 216 views per month in 2016 with a peak of 395 in March 2016. The on-line exhibitions are gaining audiences as the website is getting better known and is illustrated with an average of 97 webpage views per month in 2014 to an average of 508 webpage views so far in 2016. The peak to date is 673 web pages views in April 2016.

### 7.6 Partnership and Joint Working

The Museum Service team currently works closely with colleagues from:

- Leisure and Cultural Services
- Asset Management and Property Services
- Surrey County Council Libraries
- Surrey Heritage (Surrey County Council)
- Surrey Museums Consultative Committee
- Surrey Museums Partnership
- Surrey, East and West Sussex Museum Service (SEWS)
- West Sussex and Surrey Museum Development Officer (ACE funded)
- Cobham Conservation and Heritage Trust

Opportunities are taken to work with other schools and historic societies where possible.

Whilst the Museum was open in Weybridge there was a Museum Friends group but it became inactive after the Museum moved to Esher. In the long term it is hoped that a new Friends/Family group could be established.

### 7.7 ICT Services

#### 7.7.1 Website

The Museum has its own website [www.elmbridgemuseum.org.uk](http://www.elmbridgemuseum.org.uk) which was developed and is supported by the Council’s ICT team and offers a range of accessibility options.
7.7.2 Collections Management System

During 2014 the catalogue of the collections was transferred from Idealist to EMu (museum collections software) as it provided far greater functionality, a web interface to improve access to the Museum’s collection and on-going support. The data migration from 24 to 1,000s of fields created a considerable number of information gaps and data misplacements. The transfer of the collections between multiple storage sites is yet to be fully reflected in the catalogue. Plans are being made to undertake a sample data quality review in 2016 to enable a data cleansing project to be properly defined and resource needs identified.

7.8 Staffing

All staff are professionally qualified with Masters degrees/diplomas in Art History, Museum Education and Museums Studies and Management, or have comparable professional experience. The following staff structure has been put in place to deliver the above services:

- Museum Community Engagement Manager – F/T
- Collections Officer – P/T 4 days a week
- Learning Officer (Maternity Cover) – P/T 4 days a week
- Exhibitions Officer (Maternity Cover) – P/T 3 days a week
- Effective Collections Project Officer – P/T 4 days a week (6 months contract Oct 16 – Apr 17)
- Casual Museum Outreach Session Leader – as and when needed basis
- 2 Casual Family Fun Assistants

Since relocating to the Civic Centre offices in Esher, the major focus of the Museum Service has been to engage the community through increasing the learning and exhibitions offer.

7.9 Budget

The Museum’s budget is part of the Leisure & Cultural Services Team budget of the Council. Direct comparison of year-on-year budgets highlights a 5% reduction in 2014/15 following a staff restructure. There is an 18% increase from 2015/16 to 2016/17 that includes a budget of £4,250 for further collections digitisation that will increase the number of images on the Museum website, plus increased commercial rental costs. To ensure the level of Museum service was maintained, maternity cover was put in place for two staff members currently out on maternity leave.
8. EXTERNAL STAKEHOLDER CONSULTATION

To help inform the future focus and direction for the Museum a telephone consultation was undertaken during February to July 2016.

Contributors

Cllr Janet Turner  Portfolio Holder for Leisure & Culture, Elmbridge Borough Council
Barrie Higham  Surrey Heritage Manager, Surrey History Centre, Surrey County Council
David Taylor  Cobham Historian, Vice-Chair of Esher History Society, Local Representative of Surrey Archaeology Society, Chair of Surrey History Trust
Elaine Sansom  West Sussex and Surrey Museum Development Officer
Gerry Acher  Chair, Cobham Conservation & Heritage Trust and Chair, Trustees of Brooklands Museum
Haidee Thomas  Museums Engagement Officer, Surrey Museum Partnership
Jenny Wood  Chair, Molesey Local History Society
Pete Allen  Director, R C Sherriff Trust
Patricia Ward  Cobham Mill Preservation Trust
Richard Ward  Cobham Mill Preservation Trust

9.1 Summary of Feedback

Strengths

- Freedom to run Museum Service and not be distracted by issues related to managing and operating a museum building
- New model provides opportunities for un-constrained thinking - be bold
- Enthusiastic in finding new exciting ways to provide access
- Active contributors and partners in collaborative projects
- Positive experience of collaborative projects. This is the way forward
- New website takes more positive stance
- Civic Centre is more natural home for the Museum and received mixed views on public transport accessibility to
- Collections have several broad arts themes eg Hepworth Film Studios as home of British Film industry that could meet objectives of the R C Sherriff Trust
- Potential for further grants from Robert Philips Charity managed by trustees from Surrey County Council and Elmbridge County Council for benefit of libraries, museums including promotion of education in the form of music, drama and fine arts for residents of Walton-on-Thames & neighbourhood.
Opportunity to partner with Cobham Mill Preservation Trust on discovery boxes and/or joint primary schools visits to the Mill

Opportunity to become learning site for museum professionals on applying best practices in collections rationalisation review

Areas for Improvement

- Public perception is that the museum has closed and there is no connection between the museum and the services being offered
- Suspicions about “where is my item” undermines forward thinking project
- Raise the profile of the collections and Museum Service
  - Lack of signposting in Esher and awareness of the outreach displays
  - People generally not aware of the outreach displays. Needs to be more visible and signposted
  - Become part of a wider part of the community through lectures/talks to local history societies, U3A, Rotary Club and Probus to publicise the new Museum model, new exhibitions and generate low level income
  - Expansion to a space within Molesey
- Clearer view on who are the Museum’s key audiences
- Collections/exhibitions
  - Major parts are not accessible. Perception risk of ‘cherry-picking’ and avoiding the bigger stories to tell
  - Present broader picture of the development of Elmbridge to support residents better understand and take pride in the area’s roots and local heritage
  - Concept of small displays around the Borough prevent the breadth of the collections to be understood
- Off-site stores getting in the way of their usage. Particularly time-consuming as nowhere to research or search through the collections, so
  - Boxes need to be taken up & down stairs
  - Transported between stores and Civic Centre
- Make greater use of key historic residents. Explore income generation opportunities
- Recruit district based younger volunteers looking for work skills development and experience
- Lift the moratorium to enable local history societies to donate/store their key collection items to professional standards

9. 2016-19 ELMBRIDGE BOROUGH COUNCIL VISION AND PRIORITIES

The 2013-18 vision of Elmbridge Borough Council, the governing body of the Museum is:

"A confident and cohesive community with a thriving local economy and cherished environment, served by quality public services delivered cost effectively"

Top Priorities for 2016/17

- A safe, caring and healthy Elmbridge
- A vibrant and thriving Elmbridge
2016/17 Aims of Leisure & Cultural Services

LCS1 Increase opportunities for people to lead an active and healthy lifestyle
LCS2 Work with partners to provide services or facilities for children and young people
LCS3 Protect, enhance and celebrate the quality of the Council’s green spaces for the enjoyment of the community
LCS4 Encourage and support community involvement in the services we provide
LCS5 Increase opportunities for people to engage in the arts, culture and heritage of the Borough

10. MUSEUM MISSION AND VISION

Elmbridge Borough Council Cabinet has previously approved the following mission statement for the Museum

“engaging people with their past, present and future by collecting, preserving and presenting selected and significant objects from the history of Elmbridge, for the purposes of learning and enjoyment”

Proposed New Vision

“Bringing heritage to the heart of our community”

Core Values

The following values are how the Museum Service team will interact with each other, partners and end users and guide how the team will make decisions and support the Council

- Professionalism
- Excellence
- Honesty
- Inclusivity
- Creativity

11.1 Museum Strategic Aims

The Museum’s revised strategic aims for 2016-19 listed below each contribute to the fulfilment of the Council’s top priorities by the provision of high quality exhibitions and learning and outreach activities in neutral social spaces, whilst supporting the development of individuals, groups and the local economy and enhancing the quality of life. These aims are also consistent with the objectives of the Leisure & Cultural Service Delivery Plan for 2016-17.

The Museum’s strategic aims are:
1. To retain full Accreditation status within Arts Council England’s Museum Accreditation Scheme (LCS 1,5)
2. To partner with community groups in the delivery of a successful programme of accessible exhibitions, events and outreach (LCS 2, 3, 4, 5)
3. To further improve collections care and management to meet museum professional standards (LCS 4, 5)
4. To offer a first class volunteer experience that supports the work of the Museum (LCS 1, 2, 4, 5)

11. PLANNED PROJECTS

12.1 Local Studies Room
A key objective of this Forward Plan is to re-introduce the publicly accessible and popular family and local history research facility and support service within the Civic Centre. Given the smaller Museum team and size of the potential room this service will probably be by appointment only.

To support the Museum team to deliver this service volunteers will be recruited and trained to work with residents and visitors.

12.2 Effective Collections Project
In 2013 the strategic decision to temporarily halt the de-accessioning and disposal process was taken to enable staff to focus on alternative storages solutions. In February 2016 the Council Management Board approved the re-prioritisation of this work by fully supporting the Effective Collections Project.

Overall Purpose: To re-establish the status of and provide access to circa 3,000 identified Museum objects that are no longer relevant to or are not significant to Elmbridge Museum’s mission. These artefacts have previously been identified as either better suited for outreach projects or for disposal, transfer or loan to more appropriate museums or institutions. This change will enable more relevant public access and opportunities for interpretation.

Project Aims

1. To re-instate communications with identified lenders, donors, museums and institutions
2. To prepare for and document disposal of identified items
3. Assess outstanding pre- and post-move priorities from the Collections Review Phase 1 Desk Review December 2011 report, and other potential objects and progress to an Elmbridge Museum Collections Review Team second stage review
Project Benefits for Elmbridge Museum

- **Learning Services and Audience Development**, including increased accessibility to new users, enabling development of new stories and themes and building the Museum teams knowledge of the Museum’s collections
- **Storage and Care of Collections**, including disposal of hazardous items, rationalisation of over-packed storage boxes and improved access to retained collections
- **Documentation and Documentation Backlog**, including enabling consistent updating of Collections Management Systems and Museum Accession Registers and providing the basis to improve retrospective documentation and backlog decisions both of which were identified as areas for improvement in the Sept 2013 Full Accreditation award.
- **Policy and Governance**, including enabling broader implementation of the Elmbridge Museum Collections Management Policy 2011/12 – 2014/15

To deliver this project a part-time Project Officer will be temporarily employed for six months starting in October 2016. Partial funding for the role has been allocated from the Leisure & Cultural Service Department salary underspend with the shortfall covered by a grant from the ‘Active Collections’ SEWS Development Grant Scheme, supported using public funding by Arts Council England. Initial training will be provided by the Museum Collections Officer who will also provide on-going advice and support.

12.3 Costume Collection Audit

The Costume collection was last assessed approximately 25 years ago with the support of NADFAS highly experienced volunteers.

NADFAS’s continued support will be instrumental in undertaking a full audit of this collection to assess the need for conservation/preservation as well as identify duplications. Once on board it is expected that it will take NADFAS volunteers at least 1,200 hours to undertake the audit as there is limited space in the store to assess more than one item at a time.

The 2011/12 collections review identified the Costume collection as having potential for rationalisation. Of the 5,162 items of costume 1,134 have little or no Borough connection including 123 loans.

While the above Effective Collections Project will deal with de-accessioning and disposal of these items, there are another 70 loans which do have Borough connections which need to be identified and assessed against our current collecting policy and significance before considering potential returns.
12.4 Reaching New Audiences

12.4.1 Cold Spots and Secondary Schools

Following on from the successful outcomes for Elmbridge Museum from the first phase of the ACE funded Learning on My Doorstep project, Elmbridge Museum will additionally participate in the second phase of the project with the following aims:

- **Build resilient relationships with stakeholders, cold spot schools and emerging alliances**, in particular with secondary schools
- **Address gaps in cultural entitlement**, including cold spot schools and in areas of deprivation
- **Scope potential of Learning on My Doorstep business model** in particular assessing longer term financially sustainable projects
- **The wider sector will benefit** from shared learning and supporting the workforce to become more resilient

12.4.2 Community Groups

- Reminiscence sessions and resources for loan developed through working in partnership with day centres.
- Working collaboratively with local heritage sites and other museums (e.g. developing and delivering an Iron Age workshop in partnership with Spelthorne Museum and working with Cobham Mill)
- Elmbridge Museum will review and audit current networks, will build on existing ones and discover new networks and form creative links.
- The Museum will look at what matters to the community and how our service is or is not responding. It will focus on developing relationships and increasing partnerships and collaborations with a variety of community groups by discovering shared interests and topics and promote what the Museum can offer. It will create new projects and programmes with different partners.

12.4.3 Engagement Through Volunteering

With the planned re-launch of the Local Studies Service in 2017 it is anticipated that the majority of user contact and research work will be undertaken by volunteers.

In addition, many museums have benefited from having volunteers able to support the collections management process. The Museum Service would like to recruit and train young people with an interest in developing new skills and work experience to help support this long term work. Both hands-on and formal training would be provided as needed.

Before recruitment can start the Council guidelines will be checked to assess what checks and/or agreements are needed to be in place if the volunteers will require access to the non-public areas within the Civic Centre.
12.5 Commercial Exploration

The Museum is an affiliate member of Art UK which provides members with access to new digital audiences, discounted professional photographer fees and is promoting its offer to support museums and galleries explore potential commercialisation of their art collections.

Art UK’s business model will offer EBC the opportunity to sell museum prints on demand and potentially image licensing to the public via the Art UK website. Art UK is also developing its on-line shop with sales income split between the collection owner and commercial supplier. The Museum Service will add further images and monitor the pilot project.

12. PROSPECTS, ISSUES AND CHALLENGES FOR THE PERIOD  2016-2019

1. The financial pressures on the whole of the public sector are acute and will continue for the length of this plan and possibly beyond. However, the Council’s decision to remain as an Accredited museum and the appointment of the new Museum Community Engagement Manager are strong indicators of the value that the Museum is seen to provide to the Borough’s residents and visitors.

2. While the Collections Policy of the Museum reflects the geographic reach of Elmbridge Borough, external stakeholder feedback emphasised that the communities within the Borough do not see themselves as part of an Elmbridge community which reduces the potential for residents and their visitors to explore the exhibitions and website. Building the community ‘feel’ is part of the Council’s on-going programme particularly within the Leisure and Cultural Service and the Museum needs to play a more prominent part in this development before visitor numbers will significantly grow.

3. There are several areas of work that could be delivered by volunteers. The proposed new second floor office layout will have six spare desks for volunteer use. Additional licences for EMu will be needed for collections management volunteers.

4. The concept of a “Museum without walls” is not fully understood by the residents and visitors and could be giving a negative impression. Active involvement with the community to validate and explore more positive strap lines could help build broader community ownership.

ACKNOWLEDGEMENTS

The 2016-19 Forward Plan was compiled by Julie Cole, J M Cole Consultancy Ltd, with grateful assistance from Liz Taylor, Leisure Facilities Manager, Clara Pereira, Museum Community Engagement Manager, Sue Webber, Collections Officer, Jack Smurthwaite, Exhibitions Officer (Maternity Cover), Victoria Rookyard-Wheatley, Learning Officer and Juliet Harris, Learning Officer (Maternity Cover) over the period June to August 2016.
**AIMS AND OBJECTIVES FOR THE PERIOD 2016-19**

The following tables present the key objectives which are referenced back to the Strategic Aims outlined at 11.9 above. It is proposed that this Forward Plan be subject to review over the three year period it covers with a complete review in early 2019.

1. **To retain full Accreditation status within Arts Council England’s Museum Accreditation Scheme**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Sub objective</th>
<th>SMART milestones</th>
<th>Resource</th>
<th>Milestone Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Museum presence within the Civic Centre</td>
<td>Create a substantial dedicated Museum space within the ground floor Foyer area</td>
<td>Council Mgmt Board (CMB) approval for increased Museum footprint within Foyer</td>
<td>L&amp;CS Mgmt</td>
<td>Feb 2016</td>
</tr>
<tr>
<td></td>
<td>Improve external and internal signage to signpost visitors to the Museum</td>
<td>New signage installed</td>
<td>L&amp;CS Mgmt</td>
<td>Sept 2016</td>
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<tr>
<td></td>
<td>Regularly refresh exhibitions</td>
<td>New exhibition every 4 months</td>
<td>EO</td>
<td>Mar 2019</td>
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<tr>
<td>Develop Three Year Forward Plan</td>
<td>To develop strategic direction and action plan for 2016-19</td>
<td></td>
<td>External consultant</td>
<td>Aug 2016</td>
</tr>
<tr>
<td>Establish Local Studies Room within the Civic Centre</td>
<td>Create a new accessible room for the public to undertake local history/family research</td>
<td>New publicly accessible space as Local Studies Room</td>
<td>L&amp;CS Mgmt</td>
<td>Oct 2016</td>
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<td></td>
<td>Establish service support plan for researchers</td>
<td>Recruit &amp; train volunteers to support researchers by phone and in-person</td>
<td>CO</td>
<td>May 2017</td>
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<td></td>
<td>Improve public accessibility to items held in the stores</td>
<td>Establish and promote a by appointment service for users to view items from the stores in the Local Studies Room</td>
<td>CO</td>
<td>Sept 2017</td>
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<tr>
<td>Ensure secure storage occupancy on</td>
<td>Explore use of Cadogan Commercial storage facility to cover scenario that Luxfords landlords force current break</td>
<td></td>
<td>MCEM</td>
<td>Jan 2017</td>
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<tr>
<td>clause and give 6 months’</td>
<td>Explore use of the new Woking archaeology storage facility</td>
<td>CO</td>
<td>May 2017</td>
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<td>minimum 1 year lease without break clause</td>
<td>Ensure policies are up-to-date</td>
<td>Review policies and procedures to ensure they are appropriate to the new museum model</td>
<td>MCEM</td>
<td>Mar 2017</td>
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**Aim 2: To partner with community groups in the delivery of a successful programme of accessible exhibitions, events and outreach**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Sub objective</th>
<th>SMART milestones</th>
<th>Resource</th>
<th>Milestone Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the museum is accessible to all users</td>
<td>Ensure that the displays and exhibitions meet the requirements of the Museum’s Access Policy</td>
<td>Ensure that all the static displays &amp; exhibitions are physically accessible to the public for a reasonable period each week</td>
<td>EO/MCEM</td>
<td>Dec 16</td>
</tr>
<tr>
<td>Understand who the current physical and digital users are, how they use the museums service and gather feedback</td>
<td>Implement monthly management reporting of user website travel &amp; destination</td>
<td>EBC IT</td>
<td>Oct 2016</td>
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<td></td>
<td>Introduce on-site SNAP visitor survey for duration of the exhibition</td>
<td>MCEM/EO</td>
<td>Jan 2016</td>
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<td></td>
<td>Undertake non-user survey</td>
<td>MCEM/Marketing Officer</td>
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<td></td>
<td>Undertake a pilot visitor survey</td>
<td>MCEM</td>
<td>Mar 2017</td>
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<tr>
<td></td>
<td>Develop robust quantitative and qualitative visitor survey</td>
<td>MCEM</td>
<td>Mar 2018</td>
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<tr>
<td>Develop an Audience Development plan to broaden the ways the Museum Service reaches out to potential audiences</td>
<td>Develop Audience Development plan that identifies and prioritises key user groups</td>
<td>MCEM</td>
<td>Mar 2018</td>
<td></td>
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<tr>
<td></td>
<td>Develop communications/marketing plan tailored for identified key user groups. Include development and launch of new strap line/vision</td>
<td>MCEM/Marketing Officer</td>
<td>June 2017</td>
<td></td>
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<tr>
<td>Ensure the museum service meets the needs of its users</td>
<td>to ensure community understands what the museum is.</td>
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<tr>
<td><strong>Continue to develop and deliver Learning and Outreach</strong></td>
<td><strong>Match future key museum service user groups with local community groups</strong></td>
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<td></td>
<td><strong>Build new relationships with five community groups from across the Borough to deliver museum services in different and innovative ways</strong></td>
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<td></td>
<td><strong>Partner with other internal team(s) to deliver two outreach community projects per year</strong></td>
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<tr>
<td><strong>Expand the way the Museum Services supports schools and different types of community groups</strong></td>
<td><strong>Maintain relationships with local schools and community groups</strong></td>
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<td></td>
<td><strong>Continue to deliver monthly Family Fun</strong></td>
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<tr>
<td><strong>Extend the reach of the Museum Service to new locations and different types of venues to deliver family activities</strong></td>
<td><strong>Work closely with fellow L&amp;CS workers to expand the Museum’s participation in EBC activities and events around the Borough</strong></td>
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<td></td>
<td><strong>Active participation in 2016 Shout! and LeisureLive</strong></td>
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<td><strong>Let’s Talk Elmbridge</strong></td>
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<td></td>
<td><strong>Expand number of collection images on website by further 600 from Apr 2017</strong></td>
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<tr>
<td><strong>Expand the Schools programme to reach more children</strong></td>
<td><strong>Review the Schools Membership Scheme for current take-up and value-for-money</strong></td>
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<td></td>
<td><strong>Work with teachers to re-define key benefits and re-structure pricing model</strong></td>
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<td></td>
<td><strong>In response to primary teachers’ requests deliver new topics as outreach and/or discovery boxes</strong></td>
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<td></td>
<td><strong>Develop and launch Iron Age outreach session to support the Stone Age – Iron Age topic currently taught in primary schools.</strong></td>
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<td></td>
<td><strong>Develop and launch a WW1 outreach session and discovery box</strong></td>
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<td></td>
<td><strong>Engage with wider range of schools</strong></td>
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<td></td>
<td><strong>Work with Surrey Heritage (SCC) and Surrey Museums Partnership on Arts Council England</strong></td>
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|  |  |  |
| MCEM/LO | Dec 2017 |  |
| MCEM/LO | Mar 2019 |  |
| LO | 2019 |  |
| LO | Sept 2016 |  |
| LO | Q1 2019 |  |
| CO/EO | Mar 2019 |  |
| LO/MCEM | April 2017 |  |
| LO | Jan 2017 |  |
| LO | Q3 2017 |  |
| LO | Mar 2018 |  |
| Aim 3. To further improve collections care and management and maintain museum professional standards |

- **Re-launch the Local Studies Service**
  - Market the Local Studies Service across the borough, nationally and worldwide
  - Work with, and advertise our service/facility through Surrey Heritage Centre and libraries
    - **CO/MCEM**
    - **June 2017 onwards**
  - Advertise via Museum website and social media, and local history newsletters
    - **MCEM/Marketing Officer**
    - **June 2017 onwards**
  - Hold “Open Day” for local history societies
    - **MCEM/CO**
    - **Q3 2017**
  - Establish regular Family History support sessions during extended hours
    - **MCEM/CO**
    - **Q4 2017 onwards**
  - Make EBC staff aware of the research facility and encourage engagement
    - **Keep EBC staff aware of the scope and breadth of the collections via a link from the intranet header**
    - **MCEM**
    - **Q3 2017**

- **Work with school teachers to explore the need for additional resources**
  - Develop further partnerships with schools including Special Schools to understand specific needs
    - **LO**
    - **Q2 2017**
  - Develop one new session / discovery box per year
    - **LO**
    - **Q1 2018 onwards**

- **Work with local organisations supporting the elderly to further develop reminiscence workshops and resources for loan**
  - Explore partnerships with local day centres / care homes
    - **LO**
    - **Q3 2017**
  - Develop and pilot new resource
    - **LO**
    - **Q1 2018**

- **Use the expanded offering to explore partnership working with local heritage sites to deliver school educational sessions**
  - **LO**
  - **Q1 2018**
<table>
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<th>Milestone deadline</th>
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<tr>
<td>Improve storage facilities</td>
<td>Rationalise the Museum collections in line with 2012 Rationalisation Review</td>
<td>Achieve external funding to appoint Effective Collections Project Officer</td>
<td>CO</td>
<td>Oct 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete disposal of items identified in the review</td>
<td>ECPO/CO</td>
<td>Aug 2017</td>
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<tr>
<td></td>
<td>Improve security over high/rarity value items</td>
<td>Build a lockable cage at Luxfords and re-locate key items</td>
<td>CO/MCEM</td>
<td>May 2016</td>
</tr>
<tr>
<td>Integration of new Collections Mgmt system to improve collections management process</td>
<td>EMu system data quality cleansing</td>
<td>Secure external funding to train volunteers to undertake project</td>
<td>CO/MCEM</td>
<td>Dec 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EMu system data cleansed</td>
<td>Vols/CO</td>
<td>Q1 2018</td>
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<tr>
<td></td>
<td></td>
<td>All EMu data records verified</td>
<td>CO</td>
<td>Q1 2019</td>
</tr>
<tr>
<td></td>
<td>Reduce documentation backlog</td>
<td>Eliminate long-standing back log of un-accessioned items on EMu and outstanding Object Entry Forms</td>
<td>CO</td>
<td>Q1 2019</td>
</tr>
<tr>
<td>Explore further collection rationalisation</td>
<td>Undertake audit of Costume collection to assess condition, duplication and potential disposal</td>
<td>Secure support from NADFAS volunteers to undertake audit</td>
<td>CO</td>
<td>Q2 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prepare conservation/preservation and disposal report for ICMDM approval</td>
<td>CO/MCEM</td>
<td>Q1 2018</td>
</tr>
<tr>
<td>Ensure the security of collections on display within the community</td>
<td>Review placement and implement improvements to current and future display cabinets</td>
<td>Procure 2 portable and secure touring exhibition case for community projects</td>
<td>EO/MCEM</td>
<td>June 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Replace current insecure display cabinets in use at one community site</td>
<td>EO/MCEM</td>
<td>Jun 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Install new display cabinet that meets security and display standards in Weybridge</td>
<td>EO/MCEM</td>
<td>Q4 2017</td>
</tr>
</tbody>
</table>

**Aim 4: To offer a first class volunteer experience that supports the work of the Museum**
<table>
<thead>
<tr>
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<th>SMART milestones</th>
<th>Resource</th>
<th>Milestone deadline</th>
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</thead>
<tbody>
<tr>
<td>Develop a Volunteer programme based on Museum needs</td>
<td>Identify potential volunteer roles and establish volunteer support structure</td>
<td>Key museum volunteer role descriptions in line with EBC’s Volunteering Policy</td>
<td>MCEM</td>
<td>Apr 2017</td>
</tr>
<tr>
<td>Recruitment of quality volunteers</td>
<td></td>
<td>Initial recruitment via local papers</td>
<td>MCEM</td>
<td>May 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continue to advertise locally in papers and via Uni of Leicester Job Desk</td>
<td>MCEM</td>
<td>Q1 2019</td>
</tr>
<tr>
<td>Volunteer Museum induction training programme</td>
<td></td>
<td>Each volunteer is aware of the heritage significance of the collections</td>
<td>MCEM</td>
<td>Q1 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Each volunteer receives tailored hands-on training</td>
<td>MCEM</td>
<td>Q1 2019</td>
</tr>
<tr>
<td>Volunteers feel valued</td>
<td>Develop a quality volunteer experience</td>
<td>Keep volunteers up to date with regular contact and are aware of the Museum’s plans and future volunteer opportunities</td>
<td>MCEM/VC</td>
<td>Q1 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide opportunities for further training eg SEWS</td>
<td>MCEM/VC</td>
<td>Q1 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognition of volunteers contribution eg EBC’s annual award event</td>
<td>MCEM/VC</td>
<td>Q1 2019</td>
</tr>
</tbody>
</table>