Dear Sir/Madam,

The Cabinet Member for Arts and Leisure (Councillor I.K. Lloyd) is to consider the following report and make a decision on Tuesday, 29th January, 2013 at 6.00 p.m. in Interview Room A, Town Hall, Nuneaton.

Yours faithfully,

ALAN FRANKS
Managing Director

AGENDA

PART 1

PUBLIC BUSINESS

1. EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Yorkshire Bank on the opposite side of the road.
Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

2. **PUBLIC CONSULTATION** - Members of the public will be given the opportunity to speak on specific agenda items if notice has been received.

3. **DECLARATIONS OF INTEREST** - To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members’ Code of Conduct.

**Note:** Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

**Note:** Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council’s Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

4. **MUSEUM FORWARD PLAN 2013 - 2016** - Report of the Director - Assets and Street Services attached. *(Page 2).*
**Individual Cabinet Member Decision**

**Report Summary Sheet**

**Date:** January 29th 2013

**Subject:** Museum Forward Plan 2013 - 2016

**Portfolio:** Arts and Leisure [Councillor I. K. Lloyd]

**From:** Director – Assets & Street Services

**Summary:** This report seeks approval for a draft Museum Forward Plan covering the period 2013 – 2016.

**Recommendations:** That the draft Museum Forward Plan covering the period 2013 – 2016 attached as Appendix 2 to this report be approved.

**Reasons:** To provide a strategic framework for the activities of the museum over the next 4 years to ensure that it delivers the council’s aims and objectives and continues to be a valued community resource.

**Options:**
- Agree the recommendation.
- Do not agree the recommendation.

**Subject to call-in:** Yes.
Forward plan: No

Corporate priorities: Aim 4 Priority 3

Relevant statutes or policy: No specific statutes or policies.

Equal opportunity implications: No direct equal opportunity implications.

Human resources implications: No direct human resources implications.

Financial implications: No financial implications.

Health inequalities implications: No direct health inequality implications.

Risk management implications: No direct risk management implications.

Environmental implications: No direct environmental implications.

Legal implications: No direct legal implications.

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Museum & Arts Officer
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or

Brent Davis
Director - Assets and Street Services
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e-mail: brent.davis@nuneatonandbedworth.gov.uk
AGENDA ITEM NO. 4

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Date: 29th January, 2013

From: Director – Assets and Street Services

Subject: Museum Forward Plan 2013 - 2016

Portfolio: Arts and Leisure (Councillor I. K Lloyd)

1. Purpose of Report

1.1 To seek approval for a draft Museum Forward Plan covering the period 2012 – 2016.

2. Recommendations

2.1 That the draft Museum Forward Plan covering the period 2012 – 2016 attached as Appendix 2 to this report be approved.

3. Background

3.1 Accreditation Requirements

Accredited museums are required to undertake effective forward planning. The standard requires that the forward Plan for the organisation should include the following elements; a statement of purpose for the museum, review of the previous plan, an analysis of the environment within which it operates, specific aims and objectives, and a resource plan. The standard also requires that the plan is written as a result of consultation.

3.2 Success of last Forward Plan.

Nuneaton Museum & Art Gallery has continued to improve its services over the period of the last Forward Plan despite significant periods of reduced staffing.

The achievements are listed below under our areas for development.

A High Quality Service which our communities can trust to care for their shared heritage.

- Completion of Accessions Register backlog.
- Commencement of inventory.
Re-boxing and relocation of archaeology collection to reduce crowding in stores.

Replacement of intruder alarm system.

Replacement of fire detection system.

Replacement of environmental sensors and humidifiers.

**Contribute to the development of a confident cohesive and diverse community.**

Completion of successful outreach projects with the Caribbean Friendly Association, the ARC School and the Nepali community.

Intergenerational Projects (Saving Our Bacon) between St James School and Leonard Perkins House Sheltered Housing.

Created a resource in partnership with St Thomas More School to enable pupils to undertake oral history projects. The resulting digital toolkit is available for other schools/youth groups to download. The school is now working with a local arts organisation on a HLF funded project.

Delivery of Smarter Museums Project which has seen a development in the way that volunteers are recruited and used by the service. This project also led to the development of an advisory group.

The museum was involved in the successful bid by NBBC for monies associated with the improvement of infrastructure for Ghurkha resettlement.

The creation of a community case where members of the community can display items from the museum’s collections which are meaningful for them.

**An audience focussed organisation.**

(Maintaining standards and customer expectations)

Refurbishment of the Picture Gallery including additional activities and the inclusion of sound pieces to augment understanding of the art pieces on show.

Refurbishment of the George Eliot Room Set and creation of the Writer’s Room as part of an Artist in Residence Project funded through the Arts Council.
• Creation of touring community exhibition about National Service which toured the borough funded by the HLF.

• Commissioned an Audience Development Plan.

• Introduced storytelling sessions for pre-school children.

• The museum’s oil paintings were digitised by the PCF and are now on the BBC ‘Your Paintings’ website allowing the public to access a large collection of our paintings online.

A High Quality accessible experience for Visitors and Users.

• Funding through the Culturelink Project led to training for the team in supporting visually impaired visits, the creation of tactile points around the building and the creation of a tactile floor plan.

• The introduction of two wordpress blog sites by the museum.

• Delivered a range of in house temporary exhibitions drawing from collections including the HLF funded Fit for Heroes about the First World War.

• Artist Residency funded through Arts Council resulting in performances at the museum and in the community and improvements to the George Eliot Gallery including the creation of the Writing Room.

• Creating and integrating QR codes in the museum exhibitions to link to social media and give increased access to objects in our collection.

3.3 Consultation

The aims, objectives and action plan of the Museum Forward Plan have been largely drawn from the research with users and non-users in the creation of the museum’s Audience Development Plan. In addition visitor comments for exhibitions were scrutinised and the evaluation reports from the museum’s outreach projects. Internally all museum team members played a role in agreeing the vision and aims and objectives for the plan.

BRENT DAVIS
Nuneaton Museum & Art Gallery

Forward Plan
2012-2016

October 2012
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1 Introduction

This plan outlines Nuneaton Museum & Art Gallery’s planned activities over the next four years, 2012 - 16. It describes our mission, our vision for the future and our commitment to improving our services. Through articulating our strategic aims, and the priorities to which we work, it describes the activities that will enable us to achieve these and the standards and indicators by which our achievements will be measured.

Historical Background
Why we exist?

“A good reputation is better than a belt of gold"
Motto adopted by E.F.Melly

The museum was established and opened in 1917 as the result of the generosity of local benefactor Edward Melly. His intentions were to provide a space outside of public houses and cinemas where working people could spend their leisure time in worthwhile pursuits. His other gifts to the area included parks and recreation spaces. From the beginning the museum’s collections were mixed, comprising paintings, firearms and ceramics. The collections grew quickly under the custodianship of Edward Melly who was honorary curator until his death in 1941.

From the outset the development of the museum was jointly driven by the gifts of objects from local people and Melly himself. The collections have continued to develop, often reflecting the passions of previous curators. The museum is now responsible for more than 13,500 items which include ethnography, fine and applied art, social and industrial history and personalia. There also continues to be significant loan material on site in particular the George Eliot Fellowship’s material related to George Eliot. The recent Collections Development Policy has identified the following areas as priorities

Local Industry - Although coal mining is well represented within the collection this is not true of other industries. Limits of space mean that the focus will not be on machinery rather collecting will focus on items which relate to workers experiences and to capturing the products of the industry be that objects or sales materials. Industries or firms which are of particular interest are as follows;
Textile Industries e.g. Courtaulds, Pickerings
Metal manufacturers e.g. Sterling Metals
Extractive industries e.g. Judkins
Transport e.g. railways
Retail – those traditional businesses which have supplied local people and reflect the history of the two market towns.

Domestic, Family and Personal Life – This collection is weaker from the 1960s onwards, the need for objects relating to these areas and period will be further focussed by the Museum’s Interpretation Strategy to be produced Summer 2013.
These items are kept for both the community and future generations. Through interpreting these items the museum service can enable people to better understand their surroundings, learn from history and see the world through other people’s stories. This increases local people’s understanding and knowledge of the world and we hope to make them better citizens.

**Purpose of the Museum**

*Who we exist for?*

The initiation and development of the museum has been driven by the idea of enabling local people to learn more about the familiar as well as the unusual on their doorstep. This impetus continues to this day and is bolstered by a lively exhibition and events programme on site as well as targeted outreach activities in the community. The overall aim of the service continues to be to bring new stories, inspiration enjoyment and knowledge to visitors and remote users via digital solutions. We enable local people to know more about their borough created in 1974 and to feel part of a community comprised of places which have been developing and changing since the eighth century. By also including wider themes and topics we seek to inform people about the wider world. The recent Audience Development Plan confirmed that local people wanted to see an increased emphasis on local history. Our current key target audiences are families and the over 50s. Whilst different in their needs and interests both groups have a particular interest in learning, extending the horizons of their knowledge and having fun.

The museum is provided by Nuneaton and Bedworth Borough Council (N.B.B.C) as part of its Assets and Street Service section. The museum’s role is therefore informed and driven by the needs and aspirations of local communities as articulated through the Community Plan and the council’s Corporate Plan.

**2. Mission and Vision**

**Mission Statement**

"Nuneaton and Bedworth Museum Service collects, cares for and interprets material for the enjoyment, education and inspiration of all communities living and working within the Borough."

A number of key activities underpin this mission statement, and many are common to museums across the U.K

- The interpretation of collections which includes amongst other things exhibition work, providing publications, arranging activities and events targeted at all sectors of society.
- The use of collections to bring communities together and increase opportunities for learning.
- The responsibility for documenting and caring for collections so that they will be available for generations to come.
- Advising other institutions and individuals how to care for heritage in their possession.
• Also making collections available so that researchers and others can interpret items for themselves.
• Operating a public space with due deference to health and safety but also to give people a positive experience.
• Marketing our collections and services so that people can make full use of this local resource.
• Where people are unable or willing to visit on site, collections are made available though outreach projects and schemes outside the building and increasingly will be shared on line.

A fuller list of individual activities occurs later linked to their delivery of strategic objectives (Page 8)

In working towards the delivery of its mission statement and in responding to the feedback captured as part of the creation of the Audience Development Plan the museum has now identified the following vision.

**Vision**

Nuneaton Museum & Art Gallery is a living museum which uses and develops its collections to strengthen local communities, explore life in the past and present, expand horizons and offer inspiration, learning and enjoyment. In doing this it will help to make Nuneaton and Bedworth a pleasant environment for those who live, work or visit the borough.

**Key Aims**

- To tell the key stories of Nuneaton and Bedworth up to the present day.
- To create opportunities for engagement in the community which celebrate local heritage and instil a sense of pride in the local community.
- To actively provide learning opportunities across all age groups and backgrounds.
- To offer visitors a fun and enjoyable experience.
- To achieve a high level of custodianship of the collection on behalf of the local community, making it increasingly accessible and relevant.
- To increase awareness of the museum service and its collections amongst the local community.
- To make best use of resources in delivering the service for local community.

**Objectives**

- Create and host exhibitions that are enjoyable, inspirational and offer stimulating learning opportunities.
- To redisplay a permanent gallery space to tell the story of Nuneaton and Bedworth.
- Continue to utilise a range of methods and approaches to ensure that the interpretation of our collections is appropriate to all learning styles.
- Continue to provide activities which offer opportunities for learning.
- Seek to further develop and diversify our audiences particularly though our outreach activities.
- Utilise a variety of tools to publicise its services.
o Offer a high quality accessible experience to our visitors and users.
o Continue our dialogue with users and non-users to strengthen our offer.
o Employ high standards of care for our well documented, researched and relevant collection.
o Improve our knowledge of the collections which we care for.

3. Strategic Direction

National Direction
Nuneaton Museum & Art Gallery is guided by a number of strategic documents produced by the Arts Council and the museum’s governing body Nuneaton and Bedworth Borough Council. It also commissioned an Audience Development Plan 2010 which has provided valuable feedback on community aspirations and needs in relation to the service.

Since 2011 the Arts council has been the designated national body for museums. As such it provides a strategic framework for museums and administers the Accreditation Scheme

The following is their long term goals for museums

- Goal 1: Excellence is thriving and celebrated in museums and libraries
- Goal 2: More people experience and are inspired by museums and libraries
- Goal 3: Museums and libraries are sustainable, resilient and innovative
- Goal 4: The leadership and workforce in museums and libraries are diverse and highly skilled.
- Goal 5: Every child and young person has the opportunity to experience the richness of museums and libraries.

Clearly how Nuneaton Museum & Art Gallery engages with these goals is proportionate to local community needs and the resources available to operate the service.

Local Direction
Nuneaton and Bedworth Borough Council is the museum’s governing body. Its strategic direction is currently captured in two documents the Community and Corporate Plan.

Community Plan, Shaping our Future 2007-2011
The aims with which the museum is particularly associated are:

Aim: Improve the wellbeing of communities by helping people work together, support and understand each other.
Aim: Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups.

**Corporate Plan**
The important role of the museum in community cohesion work was particularly highlighted within this plan.

**Aim 1**
To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire.

**Priority 3**
To work in partnership to improve health and reduce health inequalities for residents in the borough.

**Priority 4**
To develop a confident, cohesive and diverse community

**Aim 3**
‘To provide a pleasant environment for those living, working and visiting the Borough’.

**Aim 4**
‘To provide quality services which represent value for money’.

**Priority 2**
To improve access arrangements for all Council services and the way those who use them are treated.

It is noted that a change in the requirements for local authorities to have Community Plans means that there will probably be changes to the council’s strategic planning process. Any substantive changes to council strategy will trigger a review of this document.
## Key Museum Activities linked to National and Local Strategies

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<th>Museum Core activity</th>
<th>Accreditation Standard</th>
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| Collection Development                 | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision.                                                                                     | Improve the wellbeing of communities by helping people work together, support and understand each other.                                                                                                     | Aim 1  
  Priority 3  
  Priority 4  
  Aim 3  
  Aim 4 Priority 2                                                                                               |
| Collection Care                        | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
  Req. 3.1 Good-quality services and development                                                                                     | Improve the wellbeing of communities by helping people work together, support and understand each other.  
  Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups.                                      | Aim 1  
  Priority 3  
  Priority 4  
  Aim 3  
  Aim 4 Priority 2                                                                                               |
| Provide a welcoming and accessible venue | Req. 3.1 Good-quality services and development  
  Req. 3.2 User focussed experience                                                                                                                     | Improve the wellbeing of communities by helping people work together, support and understand each other.  
  Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups.                                      | Aim 1 Priority 4  
  Aim 3  
  Aim 4 Priority 2                                                                                               |
| Visitor Research, surveys and profiling | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
  Req. 3.2 User focussed experience                                                                                                                     | Improve the wellbeing of communities by helping people work together, support and understand each other.                                                                                                     | Aim 1  
  Aim 4 Priority 2                                                                                               |
| Interpretation through Permanent Exhibitions | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
  Req. 3.1 Good-quality services and development                                                                                     | Improve the wellbeing of communities by helping people work together, support and understand each other.  
  Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups.                                      | Aim 1 Priority 4 Aim3                                                                                   |
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<td><strong>Temporary Exhibitions Programmes</strong></td>
<td>Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision</td>
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<td>Req. 3.2 User focussed experience</td>
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<td><strong>Children’s Activities</strong></td>
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<td>Req. 3.2 User focussed experience</td>
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<td>Req. 3.3 Effective and engaging learning experiences</td>
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<td><strong>Events Days</strong></td>
<td>Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision</td>
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<td><strong>Talks On site</strong></td>
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<td>Req. 3.3 Effective and engaging learning experiences</td>
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<td><strong>Adult Workshops</strong></td>
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Individual Cabinet Member Decision - Arts and Leisure - 29th January, 2013
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| **School Visits**   | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
| | Req. 3.3 Effective and engaging learning experiences  
| | Req. 3.1 Good-quality services and development | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | **Aim 1**  
| | | | **Priority 4**  
| | | | **Aim 3** |
| **Assisted School Visits** | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
| | Req. 3.3 Effective and engaging learning experiences  
| | Req. 3.1 Good-quality services and development | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | **Aim 1**  
| | | | **Priority 4**  
| | | | **Aim 3** |
| **School Handling Boxes** | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
| | Req. 3.3 Effective and engaging learning experiences  
| | Req. 3.1 Good-quality services and development | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | **Aim 1**  
| | | | |  
| **Reminiscence Boxes** | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
| | Req. 3.3 Effective and engaging learning experiences  
| | | | Improve the wellbeing of communities by helping people work together, support and understand each other.  
| | | | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | **Aim 1**  
| | | | **Priority 3** |
| **Pre-school Storytelling** | Req. 3.3 Effective and engaging learning experiences  
| | | | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | **Aim 1**  
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| External Talks       | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
Req. 3.3 Effective and engaging learning experiences | Improve the wellbeing of communities by helping people work together, support and understand each other.  
Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
Priority 3  
Priority 4 Aim 3 |
| Advice to Voluntary Bodies | Req. 3.3 Effective and engaging learning experiences | Improve the wellbeing of communities by helping people work together, support and understand each other.  
Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
Priority 4 Aim 3 |
| Marketing            | Req. 3.1 Good-quality services and development | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
Aim 4 Priority 2 |
| Outreach Projects    | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
Req. 3.3 Effective and engaging learning experiences | Improve the wellbeing of communities by helping people work together, support and understand each other.  
Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
Priority 3, Priority 4 Aim 3  
Aim 4 Priority 2 |
| Identifications and Enquiries service | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
Req. 3.3 Effective and engaging learning experiences | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
Aim 4 Priority 2 |
| Printed Information about collections | Req. 2.2 Collections within a museum are managed in line with the museum’s statement of purpose, policies and strategic vision  
Req. 3.3 Effective and engaging learning experiences | Provide and Support Opportunities within the borough that help and foster and support learning culture across all age groups. | Aim 1  
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<td>Facilities for researchers</td>
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<td>Web resources on NBBC website, Your Paintings and Windows on Warwickshire</td>
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<td>Accessible toilets</td>
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5. Achievements

Nuneaton Museum & Art Gallery has continued to improve its services over the period of the last Forward Plan despite significant periods of reduced staffing.

The achievements are listed below under our areas for development.

**A High Quality Service which our communities can trust to care for their shared heritage.**

- Completion of Accessions Register backlog.
- Commencement of inventory.
- Re-boxing and relocation of archaeology collection to reduce crowding in stores.
- Replacement of intruder alarm system.
- Replacement of fire detection system.
- Replacement of environmental sensors and humidifiers.

**Contribute to the development of a confident cohesive and diverse community.**

- Completion of successful outreach projects with the Caribbean Friendly Association, the ARC School and the Nepali community.
- Intergenerational Projects (Saving Our Bacon) between St James School and Leonard Perkins House Sheltered Housing.
- Created a resource in partnership with St Thomas More School to enable pupils to undertake oral history projects. The resulting digital toolkit is available for other schools/youth groups to download. The school is now working with a local arts organisation on a HLF funded project.
- Delivery of Smarter Museums Project which has seen a development in the way that volunteers are recruited and used by the service. This project also led to the development of an advisory group.
- The museum was involved in the successful bid by NBBC for monies associated with the improvement of infrastructure for Ghurkha resettlement.
- The creation of a community case where members of the community can display items from the museum’s collections which are meaningful for them.
An audience focussed organisation.
(Maintaining standards and customer expectations)

- Refurbishment of the Picture Gallery including additional activities and the inclusion of sound pieces to augment understanding of the art pieces on show.

- Refurbishment of the George Eliot Room Set and creation of the Writer’s Room as part of an Artist in Residence Project funded through the Arts Council.

- Creation of touring community exhibition about National Service which toured the borough funded by the HLF.

- Commissioned an Audience Development Plan.

- Introduced storytelling sessions for pre-school children.

- The museum’s oil paintings were digitised by the PCF and are now on the BBC ‘Your Paintings’ website allowing the public to access a large collection of our paintings online.

A High Quality accessible experience for Visitors and Users.

- Funding through the Culturelink Project led to training for the team in supporting visually impaired visits, the creation of tactile points around the building and the creation of a tactile floor plan.

- The introduction of two wordpress blog sites by the museum.

- Delivered a range of in house temporary exhibitions drawing from collections including the HLF funded Fit for Heroes about the First World War.

- Artist Residency funded through Arts Council resulting in performances at the museum and in the community and improvements to the George Eliot Gallery including the creation of the Writing Room.

- Creating and integrating QR codes in the museum exhibitions to link to social media and give increased access to objects in our collection.

6. Performance Management
How we will measure what we do?

Performance Indicators and measures inform and allow comparison with other organisations that provide museum services both for NBBC and for our public who can see how we are performing. The processes within the museum are supported by the wider practices of NBBC such as Personal Development Reviews, computerised monitoring processes and reporting mechanisms.
Performance Indicators
The museum has chosen to continue to collect the old indicators which were once reported to the Audit Commission BV170 a, b and c. In addition it collects data related to people’s satisfaction through analysis of its visitor comments.

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The no. of visits/usage's of museums per 1,000 population</td>
<td>344</td>
<td>487</td>
<td>692</td>
<td>649</td>
<td>713</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The no. of those that were in person per 1,000 population</td>
<td>312</td>
<td>448</td>
<td>637</td>
<td>599</td>
<td>659</td>
</tr>
</tbody>
</table>

<table>
<thead>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The no. of pupils visiting museums in organised school groups</td>
<td>953</td>
<td>1089</td>
<td>1,254</td>
<td>1,177</td>
<td>1319</td>
</tr>
</tbody>
</table>

From 2012 – 2013 the museum will collect the data but express it more simply as the exact number rather than showing it as a percentage as this may be more easily understood by all stakeholders.

Benchmarking
The museum has responded to requests for benchmarking data over the last four years. However the most consistent benchmarking exercise that it has taken part in is that of Fast Forward.

Fast Forward

Fast Forward Results 2006 (1 being lowest 6 highest)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Score</th>
<th>Theme</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>4</td>
<td>Audience</td>
<td>3</td>
</tr>
<tr>
<td>Documentation</td>
<td>4</td>
<td>Display</td>
<td>2</td>
</tr>
<tr>
<td>Storage</td>
<td>3</td>
<td>Informal Learning</td>
<td>4</td>
</tr>
<tr>
<td>Policy &amp; Planning</td>
<td>2</td>
<td>Formal learning</td>
<td>4</td>
</tr>
<tr>
<td>Disability Access</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In the last Forward Plan the museum aimed to achieve, and maintain level 4 in all these areas by the end of the life of the plan. Whilst this museum has made considerable progress against the standard there is still one area in which it has performed poorly. It should also be noted that the re-assessment made in 2008 was prior to the internal audits which revealed the limitations of our documentation practices, particularly location control which has triggered a Collections Audit. Whilst we have taken quick action to remedy the processes and ensured new people are inducted how to follow the processes. It could no longer be said that 60% of our retrospective documentation is complete and we are most likely score 3 in documentation. The following Action Plan to this document will outline plans which will help to raise standards within storage and documentation and continue the work which led to higher scores in other areas.
At the time of writing changes to the museum sphere mean that at present no organisation has taken on responsibility for further rounds of Fast Forward. This means that any further assessments against the standards will be at a local level. Maintaining scores in the other areas will be reliant on providing consistent levels of service, continuing processes and providing events etc on an ongoing basis.

Fast Forward Results 2008

<table>
<thead>
<tr>
<th>Theme</th>
<th>Score</th>
<th>Theme</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>4</td>
<td>Audience</td>
<td>4</td>
</tr>
<tr>
<td>Documentation</td>
<td>4</td>
<td>Display</td>
<td>5</td>
</tr>
<tr>
<td>Storage</td>
<td>3</td>
<td>Informal Learning</td>
<td>5</td>
</tr>
<tr>
<td>Policy &amp; Planning</td>
<td>4</td>
<td>Formal learning</td>
<td>4</td>
</tr>
<tr>
<td>Disability Access</td>
<td>4</td>
<td>Staff/Volunteer Dev.</td>
<td>4</td>
</tr>
</tbody>
</table>

Evaluation of Services

Customer Feedbacks and Complaints

The museum collects comments/feedback/complaints using the council’s complaints forms and a feedback book.

Visitor Comments Sheets

These sheets are made available in each of the temporary exhibition galleries and in two of the permanent galleries. The comments received are sometimes generic to the whole visit. The sheets are reviewed informally during the exhibition for any issues which need immediate attention. Otherwise the sheets are evaluated after the end of the show and any issues determine future programming of temporary and permanent exhibitions. The comments are also quantified on a simple, negative, positive or neutral basis. These results are reported twice yearly as part of the council’s Quality Assurance Process. Recent Satisfaction results are as follows

<table>
<thead>
<tr>
<th>Type of Comment</th>
<th>Oct. 10 - March 11</th>
<th>April 11 – Sept. 11</th>
<th>Oct 11 – Mar 12</th>
<th>April 12 – Sept 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Comments</td>
<td>88%</td>
<td>91%</td>
<td>93%</td>
<td>95%</td>
</tr>
<tr>
<td>Negative Comments</td>
<td>4%</td>
<td>6%</td>
<td>3%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Neutral Comments</td>
<td>8%</td>
<td>3%</td>
<td>4%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

The results bear out the improvements which the team have made in planning and delivering exhibitions in accordance with the feedback received.

Audience Research

The audience research gathered by the museum has largely been through the commissioning of two reports. The major of these was the Audience Development Plan. The museum also commissioned a smaller report of its museum outreach activities, Outreach Evaluation Report 2005-2008 to judge the efficacy of those projects (Appendix 1). The evaluation of outreach activities found that many participants had experienced positive mental health benefits as a result in their
involvement in the projects. It was also demonstrated how working together with others strengthened the bond of community.

**Audience Development Plan**

The Audience Development Plan (ADP) produced in 2010 for Nuneaton Museum & Art Gallery was commissioned to enable the council to focus the direction of the organisation in meeting local needs and aspirations. It was always intended that its recommendations would also inform future applications for funding to develop the service. The Audience Development Plan found that the community wants to have a museum and that its services are of value to local people. The collection was seen as an area of strength by local people. Overall the consultation revealed that respondents wanted to have a museum which was about presenting and celebrating the history of the borough.

This Forward Plan has been produced as a response to the Audience Development Plan produced by Jura Consultants. It outlines the actions which can be delivered within current museum resources and those which will require additional revenue or capital investment. During the consultation process for the ADP no services offered currently by the museum were viewed as obvious areas for discontinuation. Both current and potential users saw the value of all the museum activities and wished to see more rather than less from the museum service. The museum was already aware of the increasing expectations of users and has in recent years utilised external resources, funding, expertise and in kind contributions to augment the budget provided by the council. Whilst these individual projects have been successful it is clear that there is still headway to make at a time when both internal and external resources will be under pressure.

The Audience Development Plan focussed on actions related to marketing, local engagement and those physical improvements which audiences wanted to see happen at the museum. In particular the museum’s permanent exhibitions were found not to have kept pace with audience interests and failed to provide the level of engagement which is now commonly expected by audiences. Families want to see more interactivity which helps them learn more about the objects on display. Poor documentation practices in the 1980s and 1990s mean that additional work will need to take place if the museum is to satisfy people’s undoubted interest in the history of their borough. Currently less than 2% of collections are on show, though this is not unusual for many museums.

It will take significant investment to improve these galleries however such improvements would be eligible for Heritage Lottery Funding. In addition the loss of the decoration budget some years ago means that whilst kept scrupulously clean, many of the galleries need repainting, flooring needs attention and the lighting is inadequate in some of the display areas. Additionally, the foyer area is not designed well for disabled access. The counter and shop fittings are unsuitable for disabled use, though there is an audio loop. The lack of computer access within the foyer means that Museum Assistants can only provide limited access to additional information at weekends and Bank Holidays.

The plan outlined both ways to encourage existing audiences to continue to visit whilst suggesting other programmes aimed at harder to reach groups particularly
young people. Some of these programmes would also be eligible for Heritage Lottery Funding though only for a limited lifetime. It must be expected that without some of the actions outlined which need resources it is expected that visitor figures may fall in the future. Crucially, as many of the services which are currently offered by the museum are those which non-users identified, the marketing practices of the museum must be made more effective in reaching potential audiences. Overall the plan concluded that the priority groups remained over 50s and families, whilst additional activities could be targeted at young people.

Finance

The museum is mainly financed by NBBC who have shown strong commitment to the museum and the maintenance and development of its services. The museum has attracted grants, in kind support and financial contributions from organisations such as the Arts Council, HLF, Culturelink, Coventry University and the George Eliot Fellowship.

7. Where we are now?

At the point of creating this Forward Plan the museum is reasonably well informed about its users and non-users as a result of the ADP and the Evaluation of Outreach activities.

The museum team is committed to being of service and value to its local communities. The whole team was involved in creating a values document for the service. They also created a SWOT analysis which was enhanced by comments from the Museum Advisory group (appendix 2).

In terms of obstacles to the museum’s further success issues with collections have impacted on our delivery to local people. An internal audit in 2009 identified that the processes in place for documentation, in particular location control were not being fully followed and indeed were not robust as they could be. At that point it was acknowledged that around a third of the locations were incorrect on the museum’s computerised database. This meant that on occasion objects ideal for outreach projects or exhibitions could not be located on time. Periods of staff shortages and a maternity leave meant that whilst the procedures were tightened it was not possible to launch a Full Collections Audit until autumn 2011.

The Action Plan for the Audience Development Plan was certainly inspirational but some actions required additional external revenue funding. The museum has had to look at ways in which aspirations to continue to encourage new and broader usage do not make additional long term demands on budgets.

Finally the museum does not operate in a vacuum, external factors such as further development of the Town Centre, impact on cuts in funding to community groups, rises in cost of services particularly transport, and the green agenda will influence and shape the service over the next few years.
8. Priority Areas

Nuneaton Museum & Art gallery is fortunate to have a supportive governing body in Nuneaton Bedworth Borough Council, funding levels have been maintained and permission has been granted to recruit posts when post holders have left. However the landscape for local authorities will remain challenging for the lifetime of this plan.

The Audience Development Plan and ongoing comments from visitors reveal a good level of satisfaction with the service. Positive feedback has also been received from participants in our outreach projects.

The last three years have proved challenging for the museum as it absorbed the effects of long term illness amongst team members and the changeover of some well established staff. At this point the museum is on the verge of being fully staffed for the first time since 2009. As has been seen the museum has continued to deliver much of the aspirations of the last forward plan this has been due to the supportive environment the museum operates in, the commitment of team members to delivery and the increasing support of volunteers and the advisory group in the wake of the Smarter Museums Funding. However the museum also recognises the areas for improvement identified through the Audience Development Plan and must prioritise action in the following areas:-

- Providing a more coherent story of the local area which makes greater use of reserve collections.
- Maintaining the variety and quality of our activities in line with community need.
- Improving the profile and marketing of the museum service.
- Continue to reach out to the community, both users and non users of the service to ensure museum activities remain relevant.
- Improving knowledge and care of museum collections for the benefit of our audiences.

It must do this against the challenging funding landscape for smaller museums and the considerable pressure on local authority budgets. This means that it has never been more important for the museum to make its plans with sustainability in mind and an eye to exploiting external funding streams for the benefit of our local communities as well as harnessing local talent through offering imaginative volunteering opportunities.

The Action Plans encapsulate the priority areas for action alongside the Aims and Objectives for the organisation and the need to continue to meet accreditation standards.

- A High Quality Service which our communities trust to care for their shared heritage
- An Audience Focussed Organisation
- Contribute to the development of a confident cohesive and diverse community
- The museum will seek to develop and diversify its audiences
## 9. Action Plan - A High Quality Service which our communities trust to care for their shared heritage

<table>
<thead>
<tr>
<th>Objective/outcome</th>
<th>Action</th>
<th>Completion Date</th>
<th>Who will deliver</th>
<th>Budget/potential funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Produce a Care and Conservation Policy</td>
<td>January 2013</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer</td>
<td>Conservation</td>
</tr>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Install wifi in areas of the museum to facilitate the collections audit and improve museum assistant’s access to information for visitors.</td>
<td>March 2013</td>
<td>Museum &amp; Arts Officer in partnership with IT Department</td>
<td>Acquisition &amp; Policy</td>
</tr>
<tr>
<td>Accreditation Section 1 Organisational Health/ Improve security of the museum &amp; its collections</td>
<td>Acquire items for Emergency Plan kit</td>
<td>January 2013</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer</td>
<td>Conservation</td>
</tr>
<tr>
<td>Accreditation Section 1 Organisational Health/ Improve security of the museum &amp; its collections</td>
<td>Emergency Plan testing and training</td>
<td>April 2013</td>
<td>Museum Team</td>
<td>Conservation Budget Training Budget</td>
</tr>
<tr>
<td>To make best use of resources in delivering the service.</td>
<td>Develop Bedbox, Blanco and Boots as a touring show to bring in income.</td>
<td>June 2013</td>
<td>Museum Outreach Officer/Exhibition Officer</td>
<td>Exhibitions</td>
</tr>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Increase capacity through encouraging a Leicester placement to work on documentation</td>
<td>July 2013</td>
<td>Assistant Museum Officer</td>
<td>N/A</td>
</tr>
<tr>
<td>Increase people’s understanding of their surroundings through interpreting objects</td>
<td>Extend access to museum services and collections on line through the use of the ehive. Target set of 200 items on the site</td>
<td>December 2013</td>
<td>Assistant Museum Officer &amp; Volunteers</td>
<td>Documentation Budget</td>
</tr>
<tr>
<td>Objective/outcome</td>
<td>Action</td>
<td>Completion Date</td>
<td>Who will deliver</td>
<td></td>
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<tr>
<td>----------------------------------------------------------------------------------</td>
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<td>-----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Accreditation Sect. 1 Organisational Health –Environmental Sustainability</td>
<td>Complete a Green Audit of the Museum</td>
<td>June 2014</td>
<td>Museum &amp; Arts Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Information Services</td>
<td></td>
</tr>
<tr>
<td>Improve security of the museum and its collections</td>
<td>Implement findings of the recent security review</td>
<td>December 2014</td>
<td>Museum &amp; Arts officer/Assistant Museum Officer.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Care and access, Corp. Property Maintenance/Conservation</td>
<td></td>
</tr>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Carry out a reassessment of the collections using Benchmarks in Collections Care</td>
<td>October 2016</td>
<td>Assistant Museum Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Conservation</td>
<td></td>
</tr>
<tr>
<td>F.F Level 4 Museum Policy/ Planning</td>
<td>Revise Collections Development Plan</td>
<td>December 2016</td>
<td>Museum &amp; Arts Officer</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Conservation</td>
<td></td>
</tr>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Work with other council colleagues in relation to the relocation of the council depot site.</td>
<td>Ongoing 2012- 2016</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer</td>
<td>Documentation/Conservation</td>
</tr>
<tr>
<td>Accreditation Section 2 Collections</td>
<td>Implement Documentation Plan incl. collections audit</td>
<td>2012- 16</td>
<td>Assistant Museum Officer &amp; Volunteers</td>
<td></td>
</tr>
<tr>
<td>Accreditation Standard 3 Users</td>
<td>Use QR codes to enhance understanding and knowledge of the items on show.</td>
<td>2012-16</td>
<td>Museum &amp; Arts Officer/Exhibitions officer</td>
<td>Exhibitions</td>
</tr>
</tbody>
</table>

Individual Cabinet Member Decision - Arts and Leisure - 29th January, 2013
### 10. Action Plan - An Audience Focussed Organisation

<table>
<thead>
<tr>
<th>Objective/Outcome</th>
<th>Action</th>
<th>Completion Date</th>
<th>Who will deliver</th>
<th>Budget/potential funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>To use audience feedback/monitoring of data to strengthen the service &amp; raise standards</td>
<td>Create an area in the Local History Gallery for consultation about the future development of the space.</td>
<td>December 2012</td>
<td>Museum &amp; Arts Officer &amp; Team.</td>
<td>Exhibitions</td>
</tr>
<tr>
<td>To use audience feedback/monitoring of data to strengthen the service &amp; raise standards</td>
<td>Consultation with users and a youth group to improve George Eliot Gallery/The Writers Room additions rather than re-display.</td>
<td>Jan 2013</td>
<td>Museum Outreach Officer/Museum Access Asst</td>
<td>Outreach</td>
</tr>
<tr>
<td>Increasing capacity</td>
<td>Training Needs Analysis carried out on museum team in order to deliver this Forward Plan</td>
<td>January 2013</td>
<td>Museum &amp; Arts Officer</td>
<td>N/A</td>
</tr>
<tr>
<td>To use audience feedback/monitoring of data to strengthen the service &amp; raise standards</td>
<td>Additional Resources for the George Eliot Gallery &amp; Writers Room to enhance visitor’s experience, kindles, handling boxes, support materials for Victorian Galleries creating relevance for different age groups, backgrounds etc</td>
<td>May 2013</td>
<td>Museum &amp; Arts Officer, Exhibition Officer and Museum Outreach Officer</td>
<td>Donation of £1,000 from George Eliot Fellowship</td>
</tr>
<tr>
<td>To use audience feedback/monitoring of data to strengthen the service &amp; raise standards</td>
<td>User survey and visitor profiling exercise to consult on the value of services offered by the museum</td>
<td>July 2013</td>
<td>Museum &amp; Arts Officer &amp; volunteers</td>
<td>Care &amp; Access</td>
</tr>
<tr>
<td>Objective/Outcome</td>
<td>Action</td>
<td>Completion Date</td>
<td>Who will deliver</td>
<td>Budget/potential funding</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-----------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Improve access to the museum site</td>
<td>Commission a Disability Access Audit</td>
<td>July 2013</td>
<td>Museum Outreach Officer</td>
<td>Customer Care and Access/Outreach</td>
</tr>
<tr>
<td>To broaden engagement with education audience</td>
<td>Carry out detailed survey with educational audiences to determine shape of future service and its promotion</td>
<td>July 2013</td>
<td>Museum Outreach Officer with Museum Assistants and Volunteers</td>
<td>Outreach</td>
</tr>
<tr>
<td>Increase Capacity</td>
<td>Increase opportunities for remote volunteering opportunities e.g. sheltered housing pilot</td>
<td>November 2013</td>
<td>Museum Outreach officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Redisplay one wall of Picture gallery and provide additional interactives to compliment the new works in line with feedback from the Audience Development Plan and Visitor Comments</td>
<td>December 2013</td>
<td>Exhibition Officer leading rest of Museum Team</td>
<td>Exhibition</td>
</tr>
<tr>
<td>F.F Level 4 Museum Policy/Planning</td>
<td>Produce Education Policy with Action Plan</td>
<td>December 2013</td>
<td>Museum Outreach Officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>F.F Level 4 Museum Policy/Planning</td>
<td>Customer Care Policy</td>
<td>March 2014</td>
<td>Museum &amp; Arts Officer, &amp; Team</td>
<td>Customer Care and access</td>
</tr>
<tr>
<td>Increase people’s understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Development of handling collections both reminiscence and schools in line with feedback from Audience Development Plan</td>
<td>April 2014</td>
<td>Museum Outreach Officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>Adopt a service standard for Customer Care</td>
<td>Apply for VAQAS Standard for Customer Care</td>
<td>March 2015</td>
<td>Museum &amp; Arts Officer</td>
<td>Customer care and access</td>
</tr>
<tr>
<td><strong>Objective/Outcome</strong></td>
<td><strong>Action</strong></td>
<td><strong>Completion Date</strong></td>
<td><strong>Who will deliver</strong></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
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<td></td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Pilot programme of learning opportunities for over 50s onsite.</td>
<td>May 2015</td>
<td>Museum Outreach Officer</td>
<td></td>
</tr>
<tr>
<td>Increasing Capacity</td>
<td>Extend ways in which museum volunteers can increase capacity within our outreach activities and pilot some activities.</td>
<td>April 2015</td>
<td>Outreach Officer</td>
<td></td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Repeat Visitor profiling exercise</td>
<td>December 2016</td>
<td>Museum &amp; Arts Officers and Museum Assistants</td>
<td></td>
</tr>
<tr>
<td>To widen existing opening hours in order to appeal to a broader audience</td>
<td>Museums at Night in May: Will need an event to garner publicity and create interest so staffing + event costs. Period of opening from 6.00pm until 8.30pm</td>
<td>Ongoing 2013 - 2016</td>
<td>Museum &amp; Arts Officer, &amp; Team</td>
<td></td>
</tr>
<tr>
<td>Increase people’s understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Provide a varied programme of temporary exhibitions suitable for a range of audiences in line with Exhibition Programming Policy and local community interests.</td>
<td>Ongoing 2012 - 2016</td>
<td>Exhibition Officer</td>
<td></td>
</tr>
<tr>
<td>Increasing Capacity</td>
<td>Evaluate exhibition processes through artist questionnaire</td>
<td>Ongoing 2012-2016</td>
<td>Exhibition officer</td>
<td></td>
</tr>
</tbody>
</table>

Individual Cabinet Member Decision - Arts and Leisure - 29th January, 2013
## 11. Action Plan - Contribute to the development of a confident cohesive and diverse community

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action</th>
<th>Completion Date</th>
<th>Who will deliver</th>
<th>Budget/potential funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase people’s understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>The museum will seek to further develop and diversify its audiences. Create paper to gain permission to apply for “Your Heritage” Funding to re-create the Local History Gallery in line with feedback from the Audience Development Plan and to improve the Entrance Hall’s accessibility.</td>
<td>January 2013</td>
<td>Museum &amp; Arts Officer</td>
<td>Policy</td>
</tr>
<tr>
<td>Increase people’s understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Produce an interpretation plan which encompasses the museum’s permanent displays, temporary displays and web based output</td>
<td>August 2013</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer, Exhibition Officer and Museum Outreach Officer</td>
<td>Exhibition Budget/Outreach Budget</td>
</tr>
<tr>
<td>To strengthen current engagement with family audience</td>
<td>Events programme for family to be expanded, as a pilot with an additional regular family activity session one weekend morning Pilot sessions to be implemented and evaluated Museum Access Asst. utilising volunteers.</td>
<td>March 2014</td>
<td>Museum Outreach officer/Museum Access Asst</td>
<td>Outreach</td>
</tr>
<tr>
<td>To encourage more effective engagement with the museum collection</td>
<td>Introduction of visitor access to the collection store, on pre-arranged appointment Visits to store on appointment to be introduced as a pilot</td>
<td>March 2014</td>
<td>Assistant Museum officer</td>
<td>Conservation</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Action</strong></td>
<td><strong>Completion Date</strong></td>
<td><strong>Who will deliver</strong></td>
<td><strong>Budget/potential funding</strong></td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
<td>---------------------</td>
<td>---------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Increase people's understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Provide a varied programme of temporary exhibitions suitable for a range of audiences – this should include a range of subjects and perspectives to increase understanding</td>
<td>2012 - 2013 2014 - 2015 2015 - 2016</td>
<td>Exhibition Officer</td>
<td>Exhibition</td>
</tr>
<tr>
<td>Increase people's understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Provide one temporary exhibition each year about an aspect of local history and utilising the museum's collections e.g. History of Health in the Borough</td>
<td>2012 - 2013 2014 - 2015 2015 - 2016</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer, Exhibition Officer and Museum Outreach Officer with help from wider team</td>
<td>Exhibition</td>
</tr>
<tr>
<td>Increase people's understanding of their surroundings through interpreting objects and bringing the past to life</td>
<td>Provide a varied programme of events &amp; activities suitable for a range of audiences</td>
<td>2012 - 2013 2014 - 2015 2015 - 2016</td>
<td>Museum &amp; Arts Officer Museum Outreach Officer Museum Access Assistants</td>
<td>Outreach /Events and Activities</td>
</tr>
<tr>
<td>To strengthen engagement with over 55s</td>
<td>Reminiscence workshops including talks on items in the collection- invites to older people's groups, historical societies, and community groups 4 sessions per year</td>
<td>2012 - 2013 2014 - 2015 2015 - 2016</td>
<td>Museum &amp; Arts Officer, Asst. Museum Officer, Exhibition Officer and Museum Outreach Officer</td>
<td>Outreach</td>
</tr>
</tbody>
</table>
12. Action Plan - The museum will seek to further develop and diversify its audiences

<table>
<thead>
<tr>
<th>Objective/Outcome</th>
<th>Action</th>
<th>Completion Date</th>
<th>Who will deliver</th>
<th>Budget/potential funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>To encourage greater awareness from the family audience</td>
<td>Direct promotion through contact and distribution of promotional literature to local family resources, including childcare centres, parents’ groups, etc. + Creation of a family leaflet</td>
<td>February 2013</td>
<td>Museum Outreach Officer/Museum Assistants</td>
<td>Outreach</td>
</tr>
<tr>
<td>To encourage greater awareness of NMAG and improve visibility within town centre</td>
<td>Create new signage at the children’s play area in the park.</td>
<td>March 2013</td>
<td>Museum &amp; Arts Officer</td>
<td>Care &amp; Access</td>
</tr>
<tr>
<td>To develop further NMAG’s role as a resource for adult education</td>
<td>Lunchtime lecture and workshops programme to be promoted through communication with adult education/history forums.</td>
<td>April 2013</td>
<td>Museum Outreach Officer/Museum Admin asst</td>
<td>Outreach</td>
</tr>
<tr>
<td>To ensure role of NMAG complements that of other local authority and community services</td>
<td>Establish communication between museums staff and council representatives including: communities, youth and education, town centre management, economic development.</td>
<td>May 2013</td>
<td>Museum Outreach Officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>To encourage community participation in planning of activities</td>
<td>Extend Museum Advisory Group with champions for our target audiences over 50s and families.</td>
<td>June 2013</td>
<td>Outreach Officer,</td>
<td>Outreach</td>
</tr>
<tr>
<td>To ensure effective use of current promotional techniques</td>
<td>Marketing &amp; Promotion – Creation of monthly email alerts.</td>
<td>June 2013</td>
<td>Exhibition Officer/Museum Admin assistant</td>
<td>Exhibitions</td>
</tr>
<tr>
<td>Objective/outcome</td>
<td>Action</td>
<td>Completion Date</td>
<td>Who will deliver</td>
<td>Budgets</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>To improve remote access to NMAG</td>
<td>Dedicated website for NMAG established, including information on visiting arrangements, details of collection, contact information, exhibition guide, events guide, education resources, young people's page, links to other resources, downloadable podcasts etc.</td>
<td>July 2013</td>
<td>Museum &amp; Arts Officer &amp; Museum Team</td>
<td>Internal council Resources, Exhibitions for any photography required</td>
</tr>
<tr>
<td>To develop stronger relationship with the community</td>
<td>Proactive contact made to raise awareness of NMAG resources and activities with representatives of local groups e.g. local history societies, family history societies, civic society, and artists groups.</td>
<td>December 2013</td>
<td>Museum Outreach Officer/Assistant Museum Officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Marketing Plan</td>
<td>March 2014</td>
<td>Museum &amp; Arts Officer Exhibition Officer Museum Admin</td>
<td>Policy</td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Participate in two community events providing a taster of museum service</td>
<td>March 2014</td>
<td>Museum Outreach Officer &amp; Volunteers</td>
<td>Outreach</td>
</tr>
<tr>
<td>To encourage awareness and receive feedback remotely</td>
<td>Further develop social networking by the museum site web pages for NMAG to include Twitter and Facebook</td>
<td>Integrated into museum comms. By April 2014</td>
<td>Asst. Museum Officer, Museum Admin</td>
<td>Outreach</td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Improve scope of marketing of volunteer opportunities amongst the wider community.</td>
<td>June 2014</td>
<td>Museum Outreach Officer</td>
<td>Outreach/ Advertising</td>
</tr>
<tr>
<td>Objective/outcome</td>
<td>Action</td>
<td>Completion Date</td>
<td>Who will deliver</td>
<td>Budget</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>---------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>The museum will seek to further develop and diversify its audiences</td>
<td>Deliver an Outreach project with working with young people</td>
<td>2013 – 2014 2014 – 2015 2015 - 2016</td>
<td>Museum Outreach Officer</td>
<td>Outreach</td>
</tr>
<tr>
<td>To encourage greater awareness of NMAG and improve visibility within town centre</td>
<td>Clear signage outside the building using banners visible from park and/or visible to passing traffic</td>
<td>March 2016</td>
<td>Museum &amp; Arts officer</td>
<td>Will need to attract external funds/ sponsorship</td>
</tr>
<tr>
<td>To develop stronger relationship with the community</td>
<td>Produce a roving museum which can travel to those areas of the borough whose residents tend to visit less target of 2 locations</td>
<td>March 2016</td>
<td>Museum Team</td>
<td>Will need to attract external funding in addition to use of Exhibition and Outreach budgets</td>
</tr>
<tr>
<td>To develop stronger relationship with the community</td>
<td>Create plans for museum centenary in 2017 in consultation with local audiences</td>
<td>September 2016</td>
<td>Museum &amp; Arts Officer &amp; team</td>
<td>Outreach/Exhibitions will need to attract external funds</td>
</tr>
<tr>
<td>To develop stronger relationship with the community</td>
<td>Tour 1 in house produced exhibition each year to another part of the borough.</td>
<td>2012 – 2013 2013 - 2014 2015 - 2016</td>
<td>Museum &amp; Arts Officer/ Exhibition Officer</td>
<td>Exhibitions / Outreach</td>
</tr>
<tr>
<td>To ensure effective use of current promotional techniques</td>
<td>Continue marketing activities including What’s On Guide, Talks poster, Events Poster and Exhibition Posters</td>
<td>2012 – 2013 2013 - 2014 2015 - 2016</td>
<td>Exhibition Officer/Outreach Officer/Museum admin Asst.</td>
<td>Advertising</td>
</tr>
</tbody>
</table>
13. Resource Plan

Human Resources
Nuneaton Museum & Art Gallery has a small team dedicated to putting the museum’s planned activities into action. As with many small museums, employees are flexible in their roles and work to support their colleagues.

The museum currently has a full-time equivalent paid workforce of 6.82. In addition the museum also currently benefits from volunteer contributions of around 16 hours per week. Volunteers contribute though digitisation projects, collections documentation working on handling collections, and exhibition work.

Job Roles
Museum & Arts Officer (37hrs)
Assistant Museum Officer (37hrs)
Museum Outreach Officer (37hrs)
Exhibition Officer (37hrs)
Museum Admin Assistants (11hrs)
Museum Access Assistants x 2 (5.75hrs each)
Museum Assistants x 4 (20.5hrs each)
Casual Museum Assistants (as and when required for cover)

Each year the museum delivers a wide range of activity for a team of its size. It is unusual for example for a small museum to deliver more than 20 temporary exhibitions a year. This can mean progress on larger scale developments like the renewal of permanent galleries can be challenging. Research carried out for the Audience Development Plan did not reveal any activities which in respondent’s views could be discontinued. The museum will therefore need to increase the ways in which volunteers support the delivery of this programme of activity if it wishes to make larger scale changes to the museum.
## Spending Plan

### Nuneaton Museum & Art Gallery 2012-13 vs 2013-14

<table>
<thead>
<tr>
<th>Account</th>
<th>2012-13 Actual Budget</th>
<th>2013-14 Draft Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Related Costs</strong></td>
<td>127,210</td>
<td>142,760</td>
</tr>
<tr>
<td>0101 Operatives Salary Costs</td>
<td>65,980</td>
<td>72,210</td>
</tr>
<tr>
<td>0897 External Training</td>
<td>0</td>
<td>1,000</td>
</tr>
<tr>
<td>1221 Electricity</td>
<td>9480</td>
<td>10,310</td>
</tr>
<tr>
<td>1225 Electricity Climate Change Levy</td>
<td>340</td>
<td>0</td>
</tr>
<tr>
<td>1241 Gas</td>
<td>5,510</td>
<td>5,040</td>
</tr>
<tr>
<td>1245 Gas Climate Change Levy</td>
<td>250</td>
<td>0</td>
</tr>
<tr>
<td>1401 Rates - NNDR</td>
<td>28,170</td>
<td>28,870</td>
</tr>
<tr>
<td>1501 Water</td>
<td>800</td>
<td>810</td>
</tr>
<tr>
<td>1701 Cleaning Materials</td>
<td>1,300</td>
<td>1,300</td>
</tr>
<tr>
<td>1901 Corporate Property Maintenance</td>
<td>19,900</td>
<td>19,900</td>
</tr>
<tr>
<td>2011 Transport Recharges</td>
<td>0</td>
<td>70</td>
</tr>
<tr>
<td>3010 Travel/Subsist</td>
<td>290</td>
<td>290</td>
</tr>
<tr>
<td>3030 Equip – New &amp; Maint</td>
<td>970</td>
<td>1,500</td>
</tr>
<tr>
<td>3033 Outreach – Equipment/materials</td>
<td>13,270</td>
<td>13,110</td>
</tr>
<tr>
<td>3040 Stationery</td>
<td>870</td>
<td>870</td>
</tr>
<tr>
<td>3050 Periodicals &amp; Publications</td>
<td>280</td>
<td>280</td>
</tr>
<tr>
<td>3051 Acquisitions and policy</td>
<td>1,800</td>
<td>1,800</td>
</tr>
<tr>
<td>3051 Materials - Documentation</td>
<td>3,730</td>
<td>3,330</td>
</tr>
<tr>
<td>3051 Materials Conservation</td>
<td>4,230</td>
<td>3,700</td>
</tr>
<tr>
<td>3051 Exhibitions and Display</td>
<td>6,360</td>
<td>6,360</td>
</tr>
<tr>
<td>3051 Touring Exhibitions hire</td>
<td>3,710</td>
<td>3,710</td>
</tr>
<tr>
<td>3051 Materials Care and Access</td>
<td>1,590</td>
<td>1,590</td>
</tr>
<tr>
<td>3051 Materials Information services</td>
<td>2,120</td>
<td>1,880</td>
</tr>
<tr>
<td>3051 Materials Goods for Resale</td>
<td>3,170</td>
<td>3,170</td>
</tr>
<tr>
<td>3156 External Printing</td>
<td>0</td>
<td>2,080</td>
</tr>
<tr>
<td>3512 Telephone Rental &amp; Charges</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>3520 Mobile Phones</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>3555 External IT Support</td>
<td>100</td>
<td>520</td>
</tr>
<tr>
<td>3700 Subscriptions</td>
<td>0</td>
<td>160</td>
</tr>
<tr>
<td>3805 Advertising</td>
<td>2080</td>
<td>0</td>
</tr>
<tr>
<td>4401 Gen Hire &amp; Cont</td>
<td>0</td>
<td>1,000</td>
</tr>
<tr>
<td>4415 Agency Staff</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>4440 Licences</td>
<td>1,010</td>
<td>1,010</td>
</tr>
<tr>
<td>4450 Performing Rights Licence</td>
<td>630</td>
<td>630</td>
</tr>
<tr>
<td>4481 Window Cleaning</td>
<td>0</td>
<td>240</td>
</tr>
<tr>
<td>4482 Sanitary Service</td>
<td>220</td>
<td>250</td>
</tr>
<tr>
<td>4601 Departmental Overheads</td>
<td>2,080</td>
<td>71,730</td>
</tr>
<tr>
<td>4602 Administrative Buildings</td>
<td>2,770</td>
<td>2,770</td>
</tr>
<tr>
<td>4606 Insurance Premiums</td>
<td>3,270</td>
<td>3,270</td>
</tr>
<tr>
<td>4608 CCTV</td>
<td>5,150</td>
<td>5,150</td>
</tr>
<tr>
<td>4621 Corporate finance</td>
<td>2,110</td>
<td>2,110</td>
</tr>
<tr>
<td>4651 Central Support Overheads</td>
<td>42,500</td>
<td>42,500</td>
</tr>
<tr>
<td>7999 Capital Charges</td>
<td>21,130</td>
<td>21,130</td>
</tr>
<tr>
<td>9116 Donations</td>
<td>-500</td>
<td>-500</td>
</tr>
<tr>
<td>9133 Contributions from OLAS - WCC</td>
<td>-7,000</td>
<td>-7,000</td>
</tr>
<tr>
<td>9259 Sales – resale goods</td>
<td>-2,100</td>
<td>-2,100</td>
</tr>
<tr>
<td>9447 Charges Commission Paintings</td>
<td>-500</td>
<td>-500</td>
</tr>
<tr>
<td>9551 Hire - General</td>
<td>-800</td>
<td>-800</td>
</tr>
<tr>
<td>9601 Fees Rents</td>
<td>-17,100</td>
<td>-17,100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>360,110</td>
<td>398,200</td>
</tr>
</tbody>
</table>
Produced by Clare Huby Arts and Business – October 2009

Executive Summary

Context
Nuneaton Museum and Art Gallery’s Outreach Programme has been developing over a number of years. This work, and the Museum’s education programme are undertaken primarily by the Museum Outreach Officer who is based at the Museum and Art Gallery in Riversley Park. Since 2005 projects have been targeted towards areas of the community which were not well represented in the museum’s visitor profile.

This reported relates to six discreet projects within the Museum’s outreach work. In addition the Outreach service includes, presentations to groups on request, provision of handling boxes for use in the community and work with pre-school groups.

Historically the post of Museum Outreach Officer has attracted applicants for whom this is a first appointment in an outreach role. The current officer has held the post for 5 years and this has enabled a continuity and quality of service delivery that has embedded the Outreach Programme firmly in the Museum’s approach to programming and service delivery. The Outreach Programme now informs a significant element of the exhibition programming and also provides a responsive resource that is able to strengthen activities taking place within the Museum.

Museum Outreach Projects are intended to create wider access to museum collections in order to meet council objectives. Areas of the Borough and diverse groups are targeted, based on visitor profiles identified in 2007. These include residents/wards who would not normally access the service possibly due to distance/travel issues from Riversley Park, or those who might feel that the service has nothing to offer them culturally.

Each project generally culminates in an exhibition designed to impart knowledge, memories and information to others. The information is recorded in various media formats to enrich the museum’s collections and provides a valuable resource that can be used to represent communities in the future. These archives are available to researchers and the local community.

Each project was briefly evaluated on completion, and information was gathered from participants. Revisiting these projects at this stage makes it possible to assess more fully the effects that participation in these projects has had. It is the aim of this report to assess some of the outreach projects for the longer-term impact on both participating organisations and individuals.

Outcomes Measured
This report assesses the success of Nuneaton Museum and Art Gallery’s outreach work in achieving the aims and priorities as identified within the strategic framework provided by NBBC for the service through the Community Plan and Corporate Plan (see Appendix 1 for specific aims and priorities).

The report uses Generic Learning Outcomes (GLO’s) and Generic Social Outcomes (GSO’s) as defined by the Museum Libraries and Archives Council’s (MLA) (see Appendix 2) as a robust tool with which to measure the success of the Outreach Projects. The MLA Outcomes are grouped in such a way that they can be used to
indicate the level to which the NBBC Aims and Priorities are met (see Appendix 1 for mapping MLA outcomes against NBBC Aims and Priorities).

The methodology of this report utilises triangulation of the qualitative evaluation and quantitative data collected during and immediately after each project, in combination with the results of qualitative research in the form of interviews undertaken in August/September 2009. This approach enables an investigation of the impact of the work on the participating organisations and individuals over an extended period of time. (See Appendix 4 for full results).

The use of MLA Outcomes as a tool of measurement also provides information that allows Nuneaton Museum and Art Gallery to compare outcomes with other Museums and Galleries.

Summary Conclusion
The responses gathered during the research stage of this report, and the data available from end of project forms and exhibition feedback show that the Outreach Programme is a valuable initiative which delivers on a large number of key Learning and Social Outcomes as defined by the Museum Library and Archives Council, the strategic body that represents this sector.

The specific outcomes achieved vary from project to project and this reflects the breadth of activity in the programme of outreach work evaluated in this report. Closer study of the results of the data show that the projects have a very real impact on the participants, partner organisations and audiences.

The feedback from organisations and participants shows that there is room for further development of this type of work. 90% of partner organisations involved expressed a desire to take part in further projects with the Museum. There is a similar level of interest from individual participants interviewed as part of the research linked to this report.

This report concludes that

- The Outreach Programme has been successful in delivering on the aims and objectives of Nuneaton & Bedworth Borough Council.
- There is potential for further development of the work, and the responses gathered during the research period indicate a desire for this development.
- Recognition that any major developments will require increased resources and funding some of which may potentially be obtained through external grants.

Outcomes
The outcomes for different types of participant or contributor vary depending on their role in the project. This is also true both within and between projects, although outcomes overlapped across groups. In the case of Saving Our Bacon the outcomes for the pupils from St James’ Primary School had a strong Learning Outcome element, whilst the residents from Leonard Perkins evidence shows greater Social Outcomes. It is in the area of Social Outcomes that the experience of both groups shows the greatest overlap

Generic Social Outcomes met
For many of those interviewed, the social benefit of participating in these projects was very clear. In several of the projects, particularly those involving older people, the value
of talking, being listened to and sharing memories and knowledge with others was often raised both by participants and workers within the partner organisations.

Participants on projects have ranged between 10 and 102 years old, and projects such as Saving Our Bacon have started to explore the potential of intergenerational work and the outcomes that can be achieved through this type of project.

**Stronger & Safer Communities**

The three Home from Home projects were designed to reflect and celebrate cultural diversity and identity. Audiences responses particularly showed this had been successful “Nice to see multi-cultural exhibition”, “A true reflection of Caribbean life. Very colourful and informative”, “Well done, – an interesting and important contribution to mutual understanding.” (quotations from exhibition visitor responses)

The projects provided opportunities for individuals to share experiences with friends and family. Many respondents spoke of taking family and friends to visit exhibitions and see the work produced.

Even within groups the experience of working on reminiscence projects provided an opportunity for individuals to share experiences and information that they had not previously explored.

In more complex projects such as Saving our Bacon, intergenerational dialogue was a key part of the project and some responses show evidence of a change in perceptions. “…you don’t think young people are going to be interested in what we did, you think they just want to use their mobile phones and computer games” (participant expressing pleasure in the interest of school children on the project).

Key workers with partner organisations recognised the wider impact of the work the Museum has carried out. In the case of the work with Edward Street Day Centre the awareness of the projects amongst the local community was seen to be extremely positive. “Lots of people visited the exhibitions, they created a real buzz.” (referring to Home from Home 1 & 2)

**Health & Well Being**

Responses show that participants had, almost without exception gained positive experience from the projects. This experience was often perceived to contribute to mental well being, including a sense of pride, “It makes me feel really proud to have done something like that and be able to say ‘Look that’s my stuff’” (participant Archi-Texture) and increased self confidence “It made me feel more confident” (participant Home from Home 2)

Projects such as Saving Our Bacon combined the historical context with the issue of healthy eating through investigation of the subject of rationing.

**Strengthening Public Life**

The Outreach Programmes’ contribution to building the capacity of voluntary and community groups is most evident where the relationship with the organisation has developed over a period of time. Following the Home from Home 2 exhibition at Nuneaton Museum, the Edward Street Day Centre group then took ownership and has toured the exhibition to various venues in Walsall, Bedworth and Warwick.

The responses indicated that project participants, audiences and organisations view the Museum positively as a service. These views were particularly relevant in relation to Museum staff and their capacity to make people welcome and provide valuable
assistance. “The young people still use the Museum, if they need some advice or information, they can contact Matt and he will meet up with them or he will put them in touch with a member of staff who can help them.” (Roy Gbasai, Pastels Centre Manager)

Attitudes and Values
Many participants expressed views that reflected a feeling of pride and enjoyment in being involved in the work produced.

The experience of working with other people and being part of a team working towards a common goal was mentioned as a positive part of involvement in the work.

“…working together as a team. I mean I’ve done that before, we needed to work really well together to meet the time schedule. It made it fun, I really enjoyed it.” (Participant, Fit for Heroes)

“The young people were a delight to work with. Makes you want to do more work there. I think people do care about the museum, they just articulate it in a different way…” (Vanessa Oakes, Playwright, Act of Life)

“I learned that very much has happened in my life, some good some bad.” (Participant – Home from Home 1)

Enjoyment, inspiration, creativity
Participation in the projects provided an opportunity for individuals to work with others to produce something. “I enjoyed working with the others to put a good project together for Nuneaton & Bedworth and collecting some good pictures of buildings.” (Participant – Archi-texture)

“I liked it when we put our final work together in a book, it was a very satisfying feeling.” (Participant – Home from Home 2)

“It inspired me to get more involved in the projects around me.” (Participant, Fit for Heroes)

Activity, behaviour, progression
“The legacy of the project has been an opportunity to pass experiences on to friends and family” (Iqraamul Haque, Edward Street Centre Manager about Home from Home 2)

“This kind of project provides another avenue for people to develop skills and encourage people to take part in new activities.” (R Gbasai, Manage Pastels Day Centre about Archi-texture)

In some cases the projects have provided a starting point for the development of further activity. Many of the participants in the making of the film, Act of Life, cited participation in the project as influencing their decisions about educational and career progress.

This potential influence was also recognised by representatives of some of the partner organisations. “This type of opportunity can teach people what this work is like in 'real life' and can help students to identify what they ‘don’t’ want to do, as well as what they ‘do’ want to do”. (Ian Wynd, North Warwickshire & Hinckley College)

Museum Outcomes
The influence of the projects extended beyond the direct participants, to impact on friends, family and ultimately the users of the museum service. This means that the meeting of Council Objectives has not been restricted to community members who
were directly engaged by the Outreach Projects. The value of this extended impact is particularly relevant to the Aims and Objectives identified within the Museum’s Strategic Framework (see Appendix 3).

Many of the participants who attended the exhibitions resulting from the projects indicated that they had been accompanied on these visits by friends or family members, who were often first time visitors.

In the case of older participants who may not visit the gallery themselves, the raising of interest in friends and family often introduces or re-introduces visitors to the museum. For other participants, such as those taking part in the film, An Act of Life, this provides the first interaction with the Museum as young adults. Previous visits to the Museum were predominantly made in early childhood, either with parents or as part of organised trip with school or an activity group.

The nature of the outreach projects and their relationships with external organisations raises awareness of the work of the Museum as a whole. One example is the visit from a non-participatory school, which came as a result of the work undertaken on Saving Our Bacon.

The Outreach Programme also provides opportunities for culturally diverse and inter-generational work such as the Home from Home projects and Saving Our Bacon.

**Conclusions**

The evidence shows the Outreach Projects to be extremely successful in achieving the outcomes defined by the MLA. Evidence of the achievement of these outcomes through the work of the projects has been provided through the triangulation of the outcomes identified by individuals, audiences and organisations.

This success can be mapped with the Aims and Priorities identified in the NBBC Community Plan and Corporate Plan to show evidence that Nuneaton Museum and Art Gallery’s Outreach Programme is a significant contributor in meeting Council Objectives.

Over the period covered by this evaluation, the outreach projects evaluated have directly benefited 143 participants, with 48,137 visitors to the museum during project related exhibitions and the sale of 280 tea towels as part of one of the projects. It has not been possible to formally measure the impact on indirect participants, although feedback during interviews indicates that this has been substantial.

The development of the management of the programme over the period being evaluated in this report is evident from feedback from the partner organisations and participants, as well as the increasing complexity of the projects being delivered. These more complex projects are delivering multiple outcomes and beginning to explore the possibilities for different groups to work together.

The research shows that there is potential for further development of the work, and, in some cases, the Outreach Programme has provided a catalyst for new partnership projects. The artists working on Fit for Heroes have subsequently initiated a new project, with Nuneaton Museum as a heritage partner.

Some project partners have worked with the Museum for the first time, and for some, involvement in this programme has been the development of an established relationship. It is clear from the evidence gathered that the role of the partner organisation is a factor in the level of success of the project.
Working with groups, it is essential to have enthusiastic ‘buy-in’ from staff of partner organisations, particularly where they are required to lead on work which takes place between "museum led" sessions. Lack of this input limits both the quality of experience by the participants and the quantity and type of work resulting from the partnership.

The longer-term impact of the work is also reflected in the use of the end product of some of the projects. Elements of the Fit for Heroes project, including the film, An Act of Life, have now been incorporated into the Museum’s Local History Gallery.

Where external resources were able to be accessed in the case of Fit for Heroes, this enabled the use of external project management for the filmmaking element. This allowed the Museum Outreach Officer to work more closely on other elements of the project, whilst also being able to oversee the project as a whole. This model was particularly successful in achieving a range of outcomes.
### Appendix 2: SWOT Analysis.

**Strengths**  
Local  
Fun  
Repeat Visitors  
Social environment  
Proximity to Sainsburys  
Tea room  
Toilets  
Helpful Staff  
The collection  
Clean and Tidy  
Safe  
Warm  
Activities  
Friendly but not suffocating  
Free  
Park Setting  
Outreach Programme  
Handling Boxes  
Varied Exhibition Programme  
Lots of knowledge  
Responsive Culture  
Schools Programme  
Engaged  
Support of the council

**Weaknesses**  
Lack of Capacity for marketing  
Poorly Documented collections  
Non digitised Collections  
Website  
Bad at PR  
Condition of building  
Small team  
Shop Displays and counter  
Gallery doors create access issues  
Lack of storage space  
Lack of quality storage for the collections  
Collections not on-line  
Only 4 toilets upstairs  
Internal communication  
Limited objects on display  
Don’t promote our successes  
Lack of free or cheap parking nearby  
Limited space for volunteers to work  
Dependant on local government funding  
Internal Communication  
Lack space to develop handling collections  
Poor marketing Events days  
Lack of signage, banners, adverts

**Opportunities**  
Parks Lottery Bid  
HLF interest in funding development  
- Re-design of social history gallery  
- George Eliot Gallery  
- Improvements to the reception  
- Improvements to education space  
Publicity through new development  
Still untapped areas for marketing  
Small grant schemes  
Volunteer Projects enabling engagement  
Involvement in museum and arts networks  
Build relationships with other council departments.  
Visits from Town Hall and Council House staff who work in close proximity  
Still plenty of scope and ideas for further engagement if resources can be located

**Threats**  
Government support for museum/arts  
Local Authority Cuts  
Not getting HLF funding  
Lack of maintenance funds for the building  
Lack of wifi  
Increased competition for kids activities  
Lack of co-ordination with Play rangers  
Shop- no card facility  
Competition with other venues  
I.T doesn’t keep pace takes ages to  
Equipment replaced  
Change from MLA to Arts Council may lead to less funding opportunities