

**Rotherham Heritage Services
Forward Plan, 2018-2022**

Author: Lisa Broadest, November 2017
Last updated: July 2018
Review: Annually

Contents

1. **Heritage Services Commitment** (Page 3-4)
2. **Executive Summary** (Page 5-6)
3. **Who we are and what we do** (Pages 7-12)
 - 3.1 **Organisational History and Collections Overview**
 - 3.2 **Organisational Scale and Reach**
 - 3.3 **Review of Performance: Successes and Achievements, 2014-2018**
4. **Vision, Statement of Purpose and Values** (P13)
5. **Review of Internal and External Environment (SWOT Analysis)** (Pages 14-17)
6. **Strategic and operational context** (Pages 18-26)
7. **Aims and Objectives** (Page 27-28)
8. **Finance and Resources** (Page 29)
9. **Monitoring and evaluation** (Page 29)
10. **Appendices**
 - 10.1 **Appendix 1 - Headline Figures, 2014-2018** (Page 30-31)
 - 10.2 **Appendix 2 - Action Plan, 2018-2022** (Pages 32-53)
 - 10.3 **Appendix 3 - Organisational Chart (June 2018)** (Page 54)

1. Heritage Services Commitment

Since the establishment of Rotherham Heritage Services in 2011, it has been an organisation that has continually changed and adapted and has now begun to lay the foundations of a more aspirational and ambitious vision that resonates not only locally but nationally.

The diversity of Rotherham's heritage and its stories provide significant and meaningful opportunities to enable it to *become one of the most child-friendly museum and heritage services in the UK, to create stronger and more connected communities across Rotherham and to inspire participation and engagement.*

The difference will be that this journey will *place children and young people at the heart of what we do* to shape and drive forward these opportunities for everyone, providing children with the best start to life and ensuring that the organisation and the services it delivers are equipped with the framework and structures to develop, change and grow into the future.

We want to pioneer change for children and for all communities in our borough and provide everyone with opportunities to explore and experience the wonder and joy of their own heritage and Rotherham's heritage.

We will bring people of all ages together to build connections, spark imaginations and create a positive and renowned Rotherham story for everyone.

The organisation will undergo a significant transformation in order to deliver on this promise and will create a framework to facilitate this work.

Together, we will:

create welcoming spaces that will enable children and young people and the wider community to discover, explore, spark and share stories of their heritage, linking it to places, people and the world today

encourage children and young people to experience their heritage and develop a sense of place, and ways of expressing and communicating their ideas, concepts and thoughts

open new doors and push boundaries through the power of objects and archives to create powerful connections and inspire links

create interactive opportunities for children and young people to develop their skills and creativity whilst unleashing their imagination

- develop, use and embrace a platform of co-creation ensuring children and young people and the wider community are actively involved and heard
- ensure opportunities and experiences are real, exciting, inspiring, positive and inclusive
- offer and identify opportunities for personal progression

Rotherham Heritage Services is also committed to ensuring that each and every contact will provide an opening to enjoy, experience, explore and connect

Ultimately, this is about... **Revealing Rotherham's small wonders and big stories**

2. Executive Summary

Our Vision

Heritage Service's Commitment sets out our core purpose, our vision and the difference we want to make for all communities, and particularly for children and young people, across Rotherham.

This Forward Plan sets out how the Service will lay the foundations and move towards delivering on this commitment between 2018 and 2022. There are six strategic aims at the heart of this plan, which provide a new focus for the Service and will challenge it to transform the way services are delivered for our audiences through collaborations with partners and stakeholders.

The Service has a unique role to play, not only in Rotherham but nationally and our ambition is to put Rotherham's heritage and its stories on the map to provide significant and meaningful opportunities to engage with and inspire all our communities and to become one of the most child-friendly museum and heritage services in the UK. This heritage will bring people together to build connections, spark imaginations and create a positive and renowned Rotherham story for everyone.

To achieve this, we already have amazing museum, archive and local studies collections, historical built assets and landscapes, unique stories, big ideas, passion and commitment. Investment is, however, needed to transform the way in which services are delivered to ensure children and young people are placed at the heart of everything we do. The vision will also require us to build our capacity, skills and resources to take forward new and exciting opportunities. The Service will also need to ensure that its museum, archive and local studies collections and the stories they contain truly represent and reflect the changing faces of Rotherham's communities over the generations.

Our future direction

During the lifespan of this plan, Heritage Services will lay the foundations and work towards:

Revealing Rotherham's small wonders and big stories

by:

- Becoming one of the most child-friendly museum and heritage services in the UK
- Creating stronger, more connected communities across Rotherham
- Inspiring participation and engagement
- Developing and enriching its museum, archives and local studies collections and their stories
- Raising the profile of Rotherham's heritage attracting more visitors and recognition
- Transforming service delivery and developing and strengthening the resilience of the organisation

We will explore and shape the future direction of the Service with children and young people and continue to raise the understanding, relevance and profile of Rotherham's heritage.

We will take a new programme-led approach during the course of this Forward Plan, which will as the organisation develops ensure children and young people play a key role within this. This will make sure our outputs are stronger, more relevant and audience engagement will be meaningful making the Service more resilient as a result.

We will engage with families, carers and other adults involved in the lives of children and young people creating a framework for engagement, interaction and involvement, which is inspiring and enjoyable for all.

We will review, develop and enrich the Service's museum, archive and local studies collections and the stories they contain to ensure they truly reflect the changing faces of Rotherham's communities over the generations and how they connect to the present and to the future.

We will raise the profile of Rotherham's heritage, putting it on the map, attracting more visitors and ensuring its stories and its collections receive a greater level of recognition

We will implement a robust approach to fundraising, diversifying the Service's income streams and will heavily invest in our workforce development making sure the Service is ambitious, confident and effective to realise this plan.

We are proud to be Rotherham and we want to create a positive and renowned story that intrigues, inspires and attracts local residents and visitors alike, which is relevant to their lives.

3. Who we are and what we do

3.1 Organisational History and Collections Overview

Rotherham Heritage Services was established in 2011 following the merger of the 'Museums, Galleries and Heritage' and 'Archives and Local Studies' Services. The Museums, Galleries and Heritage Service can trace its origins back to the foundation of Clifton Park Museum in 1893 and the original displays were put together under the supervision of the V&A Museum. These were made up of loans from other museums, local gentry or nobility, and local societies including Nottingham, Derby and South Kensington Museums; the Duke of Norfolk and Earl Fitzwilliam; Rotherham Naturalists Society and Rotherham Photographic Society. These objects have since been donated to the museum and over the last 125 years, the museum collections have developed and expanded with collections from all over the world and covering every aspect of history and art.

In the 1970s, the first full time professional curatorial staff were employed and the collections were further developed concentrating on local interest. At the same time a new, more secure, extension was built to replace the old buildings around the courtyard at the museum. In 2005, the museum was re-opened following a two year closure, with a complete re-display funded by the Heritage Lottery Fund.

The museum collections now contain approximately 100,000 objects including archaeological finds, ceramic and glass objects, fine art items, natural science specimens and social and industrial history objects. Within these collections, there are many objects of significance alongside popular items that members of the public return to see from year to year. These include:

- Roman finds from the Templeborough Fort
- Sagar Hoard
- Floor tiles and brickwork from the College of Jesus
- Glass ware potentially produced at Catcliffe Glass Cone
- Rockingham Pottery and the world renowned Rhinoceros Vase
- George Wright watercolour collection
- Significant 19th and 20th Century oil paintings and watercolours by Henry Redmore, John Rogers Herbert, John Russell, George Romney, Dame Ethel Walker, F N Souza and Henry Herbert La Thangue
- Sculptures 'The Sentry', 'Torfrida' and 'Bacchanalian Scene' by Charles Sargeant Jagger and 'Puck on a Toadstool' by Harriet Hosman
- Nelson, a Cape lion and Marco, a European brown bear
- Example of early taps and water valves from Guest and Chrimes, Brassworks

In 2014, the York and Lancaster Regimental Museum (established in 1985 with Rotherham Council as sole trustee) was co-located with Clifton Park Museum expanding the offer on site. The regimental museum collection consists of around 3,500 objects and around 15,000 photographs and archives that originate from or have an association with the York and Lancaster Regiment, or its forbears, the 65th and 84th Regiments of

Foot, dating from the mid-18th Century. The regiment recruited not only from Rotherham and its surrounding areas but from Sheffield and Barnsley and is inextricably linked with all these communities.

Rotherham Archives and Local Studies Services was established in 1986 following the abolition of the South Yorkshire County Record Office to preserve records of all aspects of life within Rotherham Metropolitan Borough and to make them accessible for use by members of the public. Prior to this date, archives and local studies material was collected by Rotherham Libraries since at least the 1930s.

The Service holds more than 1,000 separate archive collections in a variety of formats. They document the Borough's diverse history and culture from the 13th century to the present day and include the archives of people, organisations, local authorities and businesses in the Rotherham Borough reflecting the changing landscape, communities and economy. The collections specifically cover:

- Records of Rotherham Metropolitan Borough Council and its predecessors
- Records of places of worship and religious faiths, excluding Church of England
- Official records including parish councils and their predecessors, which cover the poor law unions; from public bodies such as magistrates/coroners court, health bodies and manorial records
- Records of organisations, businesses, individuals, societies, public and private institutions including: records of clubs and societies; records of local community groups; business archives; personal and family papers, including letters, diaries and photographs and archives of trade unions, political parties and pressure groups

Notable and significant collections and items include:

- York and Lancaster Regimental Archive
- Business archives of Guest & Chrimes, Brass Founders; Beatson Clark, Glass Manufacturers; Parkgate Iron & Steel Co.
- Feoffees of the Common Lands
- Dorothy Green papers
- Family and estate papers of Verelsts of Aston Hall; Walker Family; Bosviles of Ravenfield
- Parker Rhodes, Solicitors
- Lady Mabel College and Students' Association
- Rockingham Pottery pattern book

Rotherham Archives and Local Studies also collect other material such as books, pamphlets, locally produced publications, local newspapers and other printed material; photographs; ephemera and copies of significant archives relating to Rotherham but held elsewhere.

The Service is also responsible for the development and management of key heritage sites across Rotherham Borough, which includes:

- Boston Castle; 18th century aristocratic folly commissioned by the Earl of Effingham
- Keppel's column; 115ft tower built to mark the acquittal of Admiral Keppel, commissioned in 1778 by the 2nd Marquess of Rockingham
- Catcliffe glass cone; 18th century glass cone

- Waterloo pottery kiln; built in 1815 as part of the world renowned Rockingham Pottery works
- Payne Mausoleum; built in 1834 by Thomas Payne in memory of the Payne family of Newhill Hall
- Walker Mausoleum; built in 1780 in memory of the Walker family of Clifton House

Each building including Clifton House (Clifton Park Museum) has listed status including Grade 1, 2*, 2 and Ancient Scheduled Monument status and have been managed by different owners and organisations over the years.

The Service is also responsible for two outstores for the museum and archive and local studies collections. These outstores have been rationalised in recent years.

3.2 Organisational scale and reach

Rotherham Heritage Services is a service managed and delivered by Rotherham Metropolitan Borough Council. The Service's collections, stories and reach are local, regional, national and international with a strong focus on industrial development and engineering excellence, as well as reflecting the development of local communities across the borough.

The Service has an essential role in preserving, collecting and engaging with audiences to develop and share these stories, putting Rotherham on the map. It delivers formal and informal learning programmes, varied exhibitions, events and activities programme and provides a wide range of volunteering opportunities. It supports three active friends groups. It also provides an enquiry service and offers professional advice and guidance to individuals, community groups and other organisations.

Both Clifton Park Museum and the York and Lancaster Regimental Museum are accredited by Arts Council (England) and Rotherham Archives and Local Studies will be seeking accreditation from The National Archives in 2018 as required by all Places of Deposit. Clifton Park Museum building is also a Quality Assured Visitor Attraction under Visit England's Visitor Attraction Quality Assurance Scheme (VAQAS).

Rotherham Archives and Local Studies operates within the legislative framework of the Public Records Acts, Local Government Act, General Data Protection Regulation, Freedom of Information Act, Representation of the People Act and Environmental Information Regulations. All material in its care is made available for research in line with the Acts and Regulations. This material includes public and presentation records relating exclusively to the areas of Rotherham Metropolitan District to be placed in a local place of deposit under the Public Records Act 1958 and by designation of the Master of the Rolls through The National Archives, manorial and tithe documents as indicated by various legislation including the Law of Property Act, 1922 and the Tithe Act, 1936.

The organisation is a medium sized Service with 19.3 FTE, along with additional temporary staff working on specific projects. During 2017/18, the Service worked with approximately 22 active volunteers, as well as numerous members from the Service's Friends groups. The Service's annual net budget in 2017/18 was approximately £517,000.

3.3 Review of Performance: Successes and Achievements, 2014-2018

Over the last 4 years, the Service's offer has grown, becoming more relevant and engaging, with consistent positive feedback and there have been many successes and achievements¹.

These have included:

- Greatly enhanced visitor offer through:
 - development of a more co-ordinated offer across Clifton Park and Museum and Boston Castle and Parklands as single visitor destinations. Both sites saw their highest ever visitor figures in 2016/17 and 2017/18 respectively. Clifton Park Museum has also been recognised by VisitEngland through their Visitor Attraction Quality Assurance Scheme (VAQAS) and has seen its score increase from 69% to 81%;
 - improved and expanded online presence following the launch of new websites for Clifton Park and Museum, Boston Castle, Rotherham Heritage Learning and Clifton Conservation Service. Clifton Park and Museum also has a very popular and engaging Facebook page;
 - complete re-display of the York and Lancaster Regimental Museum drawing out fascinating stories linked to Rotherham, along with receiving a grant to catalogue the internationally significant regimental archive;
 - re-location of the Archives and Local Studies searchroom to Clifton Park Museum;
 - development of a more co-ordinated approach to improve accessibility to the museum and archive collections through exhibitions, events and activities, digitisation, as well as providing a comprehensive enquiry service for remote users
 - acquisition of significant items relevant to Rotherham. These include a 4th Century Roman pendant, medieval finger ring, three portraits of the Verelst family members of Aston Hall, two paintings of Chapel on the Bridge painted by Stephen Grady, a French resistance fighter who was stationed at Wentworth Woodhouse, papers and medals of Captain Simpson relating to his time in the York and Lancaster Regiment during World War One, South Yorkshire Coroner's (Rotherham District) records, Rotherham Magistrates Court registers, records from Maltby and Kiveton Park collieries and the business papers of D&S Clarke (Brickworks);
 - improvement in general visitor facilities through the Granary Café, gift shop and utilisation of space to better support the delivery of services, along with installing Wi-Fi at all key sites
- Delivery of increasingly ambitious and innovative engagement programme through:
 - improved and expanded offer through the Service's learning offer, which was re-launched in 2014 and now offers dynamic and relevant sessions. These include immersive sessions relating to Clifton House, Egyptians, Stone Age, Romans, as well as more recently introducing a new STEM session drawing on the Service's collections and the stories of Rotherham and its people;

¹ See Appendix 1 for Headline Figures, 2014-2018

- delivery of dynamic and forward thinking exhibitions and events, which not only resonated locally but also attracted visitors from further afield. Themes have included; commemorating significant events one hundred years after World War One; Rockingham Pottery, Victorians, The Steel Man, Childhood as well as opening up key heritage sites. Participation in events increased by 150% during this period enabling greater involvement by key target audiences including children and young people. A series of immersive events were also piloted as part of a wider fundraising project. The Service also partnered with the University of Sheffield focussing on ‘Research and Practice: Engaging toddlers in museum practice’;
 - delivery and involvement with key outreach and engagement projects including Boston Castle, an 18th Century aristocratic hunting lodge which was brought back in to use for members of the public; Discovery course to inspire adults with their learning, particularly if they had not attended university; Dearne Valley Landscape Partnership engaging local people with their heritage in this area, Three Cranes supporting the development of the heritage aspects of the building and with The Steel Man;
 - improved volunteer programme, which also supported a number of work experience placements to improve employability prospects. Closer links have also been built with the Service’s three Friends groups.
- Improved organisational resilience through:
- development and involvement in key projects supporting delivery of services including the South Yorkshire Archive Partnership; Dearne Valley Landscape Partnership; Royal Armouries, Fundraising for Archives and the Future Proof Museums programme. This latter programme has enabled the Service to review its direction of travel and statement of purpose, whilst strengthening its business delivery model;
 - development and involvement with a broad portfolio of meaningful collaborative partnerships with key organisations and individuals including the Children, Young People and Families’ Consortium, Rotherham Cultural Education Partnership, Rotherham Ethnic Minority Alliance, Barnsley Council, Wentworth Woodhouse Preservation Trust, Museums Sheffield, Royal Armouries, South Yorkshire Archives Partnership and Archives for Yorkshire;
 - retention of key professional standards including Museums Accreditation for both Clifton Park Museum and the York and Lancaster Regimental Museum with minimal areas for improvement. The Service continues to work towards Archives Accreditation. Prior to the Museums Accreditation application, the Service undertook a key collections management project to review its collecting priorities and was also able to secure funding to progress a critical project focussing on Care of Collections;
 - development of commercial and fundraising activities including venue hire extending the reach of individual sites, launch of Rotherham Heritage Learning and Clifton Conservation Services, development of Service’s first fundraising strategy and case for support, participation in Audience Finder² and Archives Visitors’ surveys. The Service has also

² National audience data and development tool developed by the Audience Agency

generally seen an increase in spend per head across the board and has reduced its reliance on local authority funding over four years;

- securing critical funding improving its track record in the delivery of key projects. These projects are outlined above;
- review of operational models to deliver more efficient and effective services including learning and events, whilst implementing a more robust performance management framework;
- implementation of new structure with clearly defined roles and responsibilities, creating capacity in project development, fundraising and commercial services. The Service has further grown in its thinking and ambition and in 2017; it was shortlisted for the Council's 'Big Hearts, Big Changes' Team of the Year Award.

DRAFT

4. Vision, Statement of Purpose and Values

In 2015/16, the Service had the opportunity to take part in the Future Proof Museums programme (delivered by the Arts Marketing Association funded by Arts Council (England)). This helped the Service to develop its new commitment, redefine its purpose and review its position against the Spectrum of Audience Engagement³. The outcome of this work is set out below:

<p style="text-align: center;">VISION</p> <p style="text-align: center;">Revealing Rotherham's small wonders and big stories</p> <p style="text-align: center;">And over the next 5-10 years by placing children and young people at the heart of what we do, we will:</p> <p style="text-align: center;">become one of the most child-friendly museum and heritage services in the UK; create stronger, more connected communities and inspire participation and engagement with everyone</p>
<p style="text-align: center;">STATEMENT OF PURPOSE</p> <p style="text-align: center;">Rotherham Heritage Services will bring people together to build connections, spark imaginations and create positive and renowned Rotherham stories for everyone.</p>
<p style="text-align: center;">VALUES</p> <p style="text-align: center;">Inspiring Inclusive Honest Challenging Real</p>

³ Developed by Morris, Hargreaves, McIntyre (<https://mhminsight.com/>)

5. Review of Internal and External Environment (SWOT Analysis)

Strengths	Weaknesses
<p>Clear decision making and reporting infrastructure within the governing body</p> <p>Service placed within Culture, Sport and Tourism department allowing cross sectoral working and support</p> <p>Emerging working relationships and partnerships with different groups of children and young people</p> <p>Clear fundraising strategy and Case for Support with focus on children and young people</p> <p>Statutory funders demonstrating willingness to support Service</p> <p>Excellent track record in delivering externally funded projects</p> <p>Involvement with key partnerships to deliver services e.g. South Yorkshire Archives Partnership, Rotherham Cultural Education Partnership; Great Place Scheme</p> <p>Capital investment in recent years:</p> <ul style="list-style-type: none"> - York & Lancaster Regimental Museum; - Boston Castle; - Catcliffe Glass Cone; - Temporary Exhibition Gallery space at Clifton Park Museum - Conservation laboratory <p>Unique museum and archive and local studies collections with clear USPs linked to Rotherham's heritage; engineering</p>	<p>No strategic plan to develop heritage across borough</p> <p>Limited knowledge and data relating to users and potential users/profile of visitors across whole Service including children and young people</p> <p>No focused consultation with target audiences including children and young people available to inform development</p> <p>No clear engagement plan for medium to long term</p> <p>Little or no local information/data available about impact of services for target audiences with limited case studies</p> <p>Current governance arrangements limit fundraising opportunities with limited knowledge of fundraising practices within the wider Council</p> <p>No marketing strategy and clear identity/brand for Service</p> <p>Partnership working with particular key organisations/individuals at early stage in development</p> <p>Collections are not fully representative of communities within Rotherham (past and present)</p> <p>Limited development and management of museum collections with historical legacy issues, with poor storage conditions for part of collections</p> <p>Limited collections information available or accessible for</p>

excellence and communities

Beautiful historic buildings located in historical landscapes

Strong core offer through learning service

Unique offer through Clifton Conservation Service

Showcasing Clifton Park Museum through delivery of celebratory services

Good levels of staff expertise in key areas including formal learning; conservation; regimental collections; customer care

Integrated delivery of services between museums, archives and local studies

Complementary visitor facilities; café, retail, room hire with improved delivery of commercial services

Accredited museums with Clifton Park Museum Quality Assured as Visitor Attraction by VisitEngland

Free admission to sites

Car parking available and easily accessible by public transport to town centre sites

Active group of volunteers

Strong digital presence for Clifton Park and Museum site

Strong partnership and joint working with Clifton Park

members of the public and staff, with few stories revealed relevant to target audiences including children and young people

Outdate exhibitions with limited immersive experiences

Limited staff skills and knowledge to work with/be led by children and young people; co-production/co-designing services; of collections and their stories; fundraising, upselling commercial services; of key ICT systems; event management

Limited capacity relating to long term strategic Service development, project development, partnerships, research and knowledge of the collections, fundraising, commercial services

Working within a large organisation, limiting ability to be creative, take risks and respond to opportunities in timely manner

Limited space with conflicting priorities to develop services relevant to audiences e.g. Children's Art Gallery

Friends groups not representative of local population and overall user groups

Opportunities	Threats
<p>Strategic transformation of services within the Culture, Sport and Tourism department addressing some capacity issues</p> <p>Development of and involvement with new Cultural Strategy, launch of Children's Capital of Culture</p> <p>Development of Visitor Attraction Model</p> <p>Development of Town Centre Master Plan</p> <p>Development of key partnerships and delivery of services; South Yorkshire Archives Partnership; Rotherham Cultural Education Partnership; Museums Sheffield</p> <p>Statutory funding bodies along with a number of trusts and foundations aiming to increase their funding outside of London demonstrating willingness to work with Rotherham organisations</p> <p>Diversify income streams through implementation of fundraising strategy, adopting project by project approach based on clear Case for Support</p> <p>Increase engagement and participation particularly with and by children and young people and audiences currently underrepresented</p> <p>Develop framework to enable children and young people to co-produce and co-design services, supported by and driven the Council and key partnerships in Rotherham</p> <p>Develop clear identity/brand for Service</p>	<p>Current economic climate and increasing pressures on budget</p> <p>Decrease in number of visitors/users impacting on relevance of Service and on income</p> <p>Competition from similar/other providers</p> <p>Current governance arrangements impacting on delivery of Fundraising Strategy</p> <p>High levels of competition for funding streams</p> <p>Poor storage for collections with pressure to relocate from main collections store within 3-5 years</p> <p>Aging museum's collections management system leading to loss of data</p> <p>Digital landscape including born digital records leading to black hole in archive and local studies collections</p> <p>Limited staff capacity and relevant skill sets particularly relating to collections management; development of historic sites; fundraising, events management and marketing</p> <p>Limited succession planning</p> <p>Changing legislation including 20 year rule; GDPR</p> <p>Unclear implications of impact of Brexit</p>

Creation of destination management plan

Rationalise and diversify collections to reflect communities within Rotherham whilst focussing on stories of relevance to children and young people

High profile loans; attract touring exhibitions

Delivery of key development projects; Care of Collections; Great Place; Young Roots

Develop and diversify learning offer

Develop volunteer programme; support work experience placements and apprentices; build on work of Friends groups

Continue to develop commercial opportunities relating to the collections; Clifton Conservation Service; catering (development of new café for Clifton Park and Museum site); retail (grow offer including online); room hire

Build on recommendations of external inspections including Health Check; Museums Accreditation; VAQAS

Develop capacity, skills and knowledge of staff and volunteers drawing on sector support networks

Develop digital strategy and identify key partners in digital sector to engage with audiences in different ways; improve efficiency of Service by streamlining systems and procedures

Incorporation of visual arts within wider offer

6. Strategic and Operational Context

6.1 Strategic Context

6.1.1 Rotherham Heritage Services work is directed by Rotherham Metropolitan Borough Council's *Council Plan 2017-2020*, which has four key priorities. These are:

- Every child making the best start in life
- Every adult secure, responsible and empowered
- A strong community in a clean, safe environment
- Extending opportunity, prosperity and planning for the future

The Regeneration and Environment Directorate has its own service business plan to support delivery of the above and this feeds into the Culture, Sport and Tourism Service Plan. Both these plans have identified four key underlining themes to assist in shaping and developing services and service delivery, which are:

- Economic growth
- Modernisation
- Being more commercial and maximising income generation
- Engaging with and empowering communities

A Cultural Strategy is also due to be launched in 2018, which will shape Rotherham's vision for culture, leisure and green spaces.

6.1.2 Rotherham Heritage Services work is also informed by key strategic documents developed by lead organisations from within each sector and it has developed its aims and objectives to reflect these priorities. These aims and objectives are outlined in section 7.

The key strategic documents include:

- Arts Council's strategic framework; *Great art and culture for everyone* (<https://www.artscouncil.org.uk/about-us/our-mission-and-strategy-0>)
- Museums Association's vision document for museums; *Museums Change Lives* (<https://www.museumsassociation.org/museums-change-lives/the-impact-of-museums>)
- The National Archives' vision document *Archives Unlocked* (<http://www.nationalarchives.gov.uk/archives-sector/projects-and-programmes/strategic-vision-for-archives/>)

Great art and culture for everyone

At the heart of this framework are a series of goals, which are as follows:

- Goal 1: Excellence is thriving and is celebrated within arts, museums and libraries

- Goal 2: Everyone has the opportunity to experience and be inspired by the arts, museums and libraries
- Goal 3: The arts, museums and libraries are resilient and environmentally sustainable
- Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

These goals support each other, and success in one goal contributes to success in others. Arts Council England's core mission can be distilled into two goals; 'we want excellent arts and culture to thrive', and 'we want as many people as possible to engage with it'.

Underpinning Rotherham Heritage Service's work with children and young people will also see the integration of Arts Council England's *Quality Principles*, which are as follows:

- Striving for excellence and innovation
- Being authentic
- Being exciting, inspiring and engaging
- Ensuring a positive and inclusive experience
- Actively involving children and young people
- Enabling personal progression
- Developing belonging and ownership

Museums Change Lives

This visionary document from the Museums Association is a powerful statement of the difference that modern museums can make, which show they can be an essential part of the fabric of society and relevant to diverse and changing communities. It focuses on three key areas:

- Enhancing health and wellbeing
- Creating better places to live and work
- Inspiring engagement, debate and reflection

Archives Unlocked; Releasing the Potential

This visionary document from The National Archives focuses on the needs and ambitions of the archives sector, while making the case for realising their unique potential and relevance in preserving the diversity of the nation's heritage. It articulates three ambitions for the benefits of archives and emphasises that 'Archives will strengthen society through the *trust* they inspire, the *enrichment* they offer and their *openness* to all'.

In summary:

- People and institutions trust in the authenticity of archive records, and how they are preserved and presented
- Archives enhance and enrich our society intellectually, culturally and economically
- Archives cultivate an open approach to knowledge and are accessible to all

These ambitions, goals and key areas are reflected within the Service's aims and objectives. Other key strategic documents including those of key funders will also influence and shape the work of the Service going forward.

6.2 Operational Context

The work of Rotherham Heritage Services is guided by a series of policies, plans and procedures as required by the Council, Museums Accreditation and Archive Accreditation Standards. These include collections development, documentation and information, care and conservation, audience development, access, security, emergency and business continuity along with volunteering and safeguarding. It also works to a robust performance management framework, which ensures it utilises its resources efficiently and effectively.

The Service also needs a good understanding of its current audiences, visitors and users in order to develop and target its offer in the future and its position in 2017/18 was as follows:

Quantity

- On average, there were just over 7,300 visits per month to Clifton Park Museum and the York and Lancaster Regimental Museum (excluding July and August) although the winter months were quieter. During July and August, visitor numbers were higher at 12,000 and 19,500 visits respectively.
- Boston Castle (only open for a limited time during the spring and summer months) attracted on average 50 visitors a day.
- Service also welcomed just over a further 100 visitors to its other historic sites made accessible through a series of open days.
- Rotherham Archives and Local Studies searchroom welcomed nearly 1,900 researchers to its searchroom and dealt with nearly 900 remote enquiries and retrieved over 19,000 archive document and local studies items for consultation and use
- Rotherham Heritage Learning service delivered 65 school sessions for over 1,400 pupils. A further 9 schools visited Clifton Park Museum for unassisted visits.

Geographic

- 58% of visitors⁴ coming to Clifton Park Museum come from within the borough with a large proportion of other visitors travelling from within the wider region. A handful of national and international visitors also visit.
- Data collection and analysis for the geographical location of visitors to Boston Castle and the other historic sites is unknown.
- It is recognised that there is significant potential to expand audiences from major urban centres, which are further afield.
- Just over 80% of onsite visitors to Rotherham Archives and Local Studies are drawn from the wider region (with 37.5%⁵ from within the Rotherham Borough). Remote users are more widely located across the whole of the UK, with some located abroad. No formal research has been undertaken to determine this geographical spread and is a reasonable assumption that can be drawn from information provided by the user.
- In 2016/17, 93% of schools attending formal sessions were drawn from the Rotherham area, with Rotherham Central showing the greatest increase.

⁴ Audience Finder – Clifton Park Museum data entry 2017-18

⁵ CIPFA Survey of Visitors to UK Archives, 2016

Social

- General admission to all sites is free although there are charges for some services, activities and events. The Service aims to minimise financial barriers to the use of sites and the collections, where possible.
- The largest group of visitors to Clifton Park Museum are families and can be identified using the Audience Agency's segmentation tool as 'Facebook Families' and 'Trip and Treats'⁶. These segmentations make up nearly half of this group, which is significantly higher than the national average.
- It is, however, recognised that visitors do not fully reflect the social diversity of Rotherham, including representation from more deprived groups and wider geographic areas of the borough. This is a wider trend reflected amongst museum visitors nationally. Rotherham is currently the 52nd most deprived district.
- Further information is required to analyse visitors to Boston Castle, other historic sites and Rotherham Archives and Local Studies.
- In 2016/17, 29% of all individual schools visiting were located in deprived areas.

Cultural

- The cultural make-up of Rotherham⁷ is not sufficiently reflected within visitor numbers or user numbers and only a small proportion of these groups are represented. This will need to be addressed going forward.
- The only available data within the Service is for Clifton Park Museum and Rotherham Archives and Local Studies. Visitors to Clifton Park Museum who completed a visitor survey in 2017-18 identified themselves as following: 92% 'White British' or 'White other' (compared with 89% from the Yorkshire and Humber regional data); 4% Asian or Asian British compared to 2%; 3% Other compared to 1%; 1% as Mixed: Multiple ethnic background compared to 2%; 0% Black or Black British compared to 7%. Visitors to Rotherham Archives and Local Studies searchroom identified themselves as follows: 100% White⁸.

Age

- The majority of visitors to Clifton Park Museum are adults aged 25-44 who come as part of family groups. This is 20% higher than the Yorkshire and Humber regional data⁹. This is particularly notable at events and activities held at both the Museum and Boston Castle. The Service will build on this in line with its Commitment to put children and young people at the heart of everything it does.
- No detailed information is available about children and young people and this will be addressed during the lifespan of this Forward Plan in order to inform service developments.
- The majority of users of Rotherham Archives and Local Studies (through visits to the searchroom (71%) and through the Service's remote enquiry service (84%) are over 45, which is similar across the UK¹⁰.

⁶ Further information about the Audience Spectrum Pen Portraits can be found here: <https://www.theaudienceagency.org/audience-spectrum/profiles>

⁷ 'The population is increasingly diverse, with around one person in 10 from a minority ethnic group' – Rotherham Council's Borough Profile, 2018

⁸ CIPFA Survey of Visitors to UK Archives, 2016

⁹ Audience Finder – Clifton Park Museum data entry 2017-18

¹⁰ CIPFA Survey of Visitors to UK Archives, 2016 and CIPFA Distance Enquiry Services Survey, 2015

Motivations

- The top three motivations for visiting Clifton Park Museum were to spend time with friends and family (46%), which increased by 12% from 2016-17; to entertain children (13%) and to educate/stimulate children (8%)¹¹.
- The most frequent reason for visiting Rotherham Archives and Local Studies was to conduct family history research (44%), however this has declined since 2014 (64%). Other common reasons were military research (40%); local history research (20%) and academic research (17%). This is comparable to UK data except for military research, which is significantly higher in Rotherham¹².
- The most frequent reasons to contact Rotherham Archives and Local Studies were family history (54%); formal education (11%); work in connection with employment (12%) and for personal/leisure interests (10%)¹³. This is comparable across the UK.
- The motivations for visiting other historic sites including Boston Castle or accessing different services with Heritage Services have not been formally measured.

6.3 Review of Customer Feedback

A variety of methods are used to gather feedback from visitors and users, which include visitor surveys, comment books, comment cards, evaluation forms relating to particular events and activities, online reviews, as well as through comments made by visitors in person and/or staff observations. The Service also draws together feedback through its enquiry service and from the Council's suggestions form on the website. Complaints are dealt with through the Council's complaints procedures. The Service also works closely with its friends groups, who provide regular feedback at their meetings. This feedback is taken into account when reviewing, developing and planning services.

Participating in the VAQAS scheme also allows the Service to reflect upon its strengths and where there are areas for improvement.

Visitor comments are in the main very positive and any negative comments are discussed with the customer where possible and changes or improvements are made, where appropriate.

Below are some comments from visitors and users taken from feedback from visitor surveys, workshop and group visit evaluation forms, enquiries and from online reviews during 2016-17 and 2017-18:

- School review of Stone Age session; 'It was a brilliant well-resourced session and I would not hesitate to book it again...We are so lucky to have such a great team so close to home. Keep up the good work.' (January 2018)

¹¹ Audience Finder – Clifton Park Museum data entry, 2017-18

¹² CIPFA Survey of Visitors to UK Archives, 2016

¹³ CIPFA Distance Enquiry Services Survey, 2015

- School review of Ancient Egyptians session; 'An excellent morning. Really inspired our pupils at the start of their topic.' (September 2017)
- Comment from Dementia Tea Dance; 'Lovely to see people happy for a few hours.' (June 2017)
- Verbal feedback from attendee at talk about the Battle of the Somme; 'Talk has changed my view of the Somme offensive and that it was an eye opener' (June 2016)
- Feedback from a couple who got married at Clifton Park Museum; 'We were delighted with how helpful and friendly the staff were, which made our day even more special.' (May 2017)
- Feedback on reminiscence session from a Care Home; 'Absolutely amazing session enjoyed by residents and carers, so many giggles shared' (May 2017)
- Visitor to Clifton Park Museum from Chicago; 'Fabulous museum, ideas exceedingly well presented. Staff terribly kind and knowledgeable. You should win first place as the UK's Museum of the Year' (October 2017)
- Visitor to Boston Castle; 'My sister and I went on a trip down memory lane...The last time we had seen it, it was a sorry state, boarded up and neglected...Now, wow, such a transformation. Lottery funding has allowed this tired building to be brought back to former glory and to give us an insight to how life was in those bygone days' (August 2017)
- Feedback from The Steel Man exhibition; 'My grandad worked in mining and my father-in-law spent a lifetime in the steel industry...so I along with many Rotherham people can see our families reflected in the exhibition. It meant so much to me on a very personal basis to see the stories, the memories and the passion and ambition for the future'. (October 2016)
- Comment card about the Glass exhibition; 'It has made me think about the world in a different way' (Spring 2016)
- Customer testimonial for Clifton Conservation Service; 'I would recommend your services to anyone who required repair of valuable antique items' (October 2017)
- Comment from visitor to Rotherham Archives and Local Studies; 'We came from California to research family history from the 1820s. Staff was very friendly and extremely helpful. Much appreciated.' (April 2017)
- Feedback from user of Rotherham Archives and Local Studies; 'I am immensely and truly grateful to you for clearly taking time to look up and research members of my ancestry and I'm absolutely amazed by the amount of information that is available... I'm sure you agree we owe it to our ancestors to keep their spirit and legacy alive and it would be a great dishonour to forget them.' (May 2018)

6.4 Assessment of progress against Areas for Improvement

These improvements specifically relate to recommendations from Museum Accreditation, Appointment as Place of Deposit (pre Archives Accreditation) and VAQAS rather than customer feedback.

Museums

The areas for improvement as highlighted by the accreditation panel on 25 February 2016 are as follows:

- Management arrangements; provide an update on local authority structure and confirm changes to delegated powers to approve, following departure of commissioners;
- Workforce; ensure volunteer agreement includes a clause that clearly states it is not a legally binding contract for employment; provide brief update on vacant posts;
- Environmental Policy; provide plans for the production of a separate policy on environment;
- Collections Development; amend current collection development policies to include paragraph 16.12 and submit with appropriate signed approval
- Care and Conservation; produce a care and conservation policy, along with appropriate signed approval; develop current housekeeping plan into a care and conservation plan ensuring it includes all key areas
- Documentation; confirm progress against relevant actions in documentation backlog plan
- Users and non users; provide an update on audience data collection and its impact on programming

These have been progressed during the lifespan of the previous Forward Plan and will have been addressed as required for the next submissions.

The areas for improvement for Clifton Park Museum as highlighted by its VAQAS assessment, 2017 are as follows:

- Develop access statement in line with the new Accessibility guidelines;
- Update and improve the website; make events calendar more accessible; add more information about café menu;
- Develop visitor leaflet to include key events; seasonal opening times; include TripAdvisor logo with statement encouraging reviews;
- Ensure signage is kept tidy and up to date;
- Consider enhancing Victorian Kitchen gallery with displays of (preserved) meat, game and other ingredients;
- Consider the introduction of quiet music in certain spaces to evoke specific periods;
- Consider how the café menu can be themed to reflect the many stories and periods represented in the Museum itself and the Park;
- Further enhance the gift shop offer by gathering children's items into one or two free-standing display stands

These recommendations are being progressed, where possible within the Service's current resources. Where this is not possible, consideration is being given to how these can be resourced through future project work.

Archives and Local Studies

The areas for improvement highlighted following the confirmation as Place of Deposit on 23 October 2015 by The National Archives are as follows:

- Installation of a leak detection device in the strongroom at Clifton Park Museum;
- Consider introduction of a reader registration system in the searchroom

These recommendations have been considered but have not been progressed due to resource implication and the completion of a thorough risk assessment to determine the security of the archives whilst being consulted in the searchroom. This assessment concluded that a robust system already exists and the introduction of a reader registration system could become a barrier to access.

6.5 Deviations/Issues Arising from Previous Plan

There have been no significant deviations from the previous Forward Plan.

Issues have arisen relating to the progress of specific pieces of work or projects owing to resource availability and these include:

- Understanding audiences
- Developing clear benchmarking data
- Development of learning/audience development plan
- Development of environmental policy
- Establishment of a formal security working group
- Delayed implementation of the Care of Collections project

These pieces of work or projects are underway but are beyond the intended deadline and will be incorporated into the new Forward Plan for the Service.

6.6 Recommendations

This new Forward Plan has made some key decisions relating to the change of its vision and statement of purpose. This will need to be supported by an organisation that will undergo a significant transformation in order to deliver on this commitment and promise, creating a new framework for delivery.

The Service will work towards its new priorities informed by the Council's Plan, Cultural Strategy and the Culture, Sport and Tourism Service Plan, as well as taking into account key strategic documents from the museum and archive sectors. It will continue to work towards a sustainable

future, which will include the implementation of the Service's fundraising strategy, as well as building on key partnerships. It will also be able to demonstrate its social and economic impact more effectively.

The Service will adapt and grow in a demanding and changing environment, ensuring it puts children and young people at the heart of what it does.

DRAFT

7. Aims

Building on the Heritage Service's Commitment, vision and statement of purpose, a series of 6 aims and 13 objectives have been developed in order to deliver on this Forward Plan. These aims and objectives are underpinned by the delivery of the Service's action plan¹⁴.

7.1 Aims

Strategic Aim 1: Explore and shape the future direction of the Service with children and young people

Strategic Aim 2: Implement a strong programme-led approach ensuring children and young people play a key role across Heritage Services

Strategic Aim 3: Create a framework for engagement, interaction and involvement for children and young people and their families, carers and other adults involved

Strategic Aim 4: Review, develop and enrich the Service's museum, archive and local studies collections and the stories they contain

Strategic Aim 5: Raise the profile of Rotherham's heritage attracting more visitors and recognition

Strategic Aim 6: Develop and strengthen the resilience of the organisation

7.2 Objectives

These objectives reflect the Service's strategic aims as outlined above. As the action plan progresses, these objectives will adapt as the framework for delivery develops and the organisation undergoes significant transformation. These objectives are reflective of the current position of the Service in 2018.

Objective 1.1: Improve understanding of current audiences and potential audiences

Objective 1.2: Develop and implement organic model of audience engagement, embedding platform(s) for co-creation and co-production

Objective 2.1: Deliver high quality, ambitious and innovative programme of engagement

Objective 2.2: Build and develop collaborative partnerships to support delivery

Objective 3.1: Create welcoming spaces and enhance the visitor offer enabling children and young people and the wider community to explore their heritage, improve their quality of life and health and well being

Objective 3.2: Create participatory and interactive opportunities for children and young people to develop their skills, aspirations and creativity

¹⁴ See Appendix 2 for Action Plan, 2018-2022

Objective 4.1: Explore and develop the stories from the museum, archive and local studies collections enabling children and young people and the wider community to create powerful connections and to provide significant opportunities for engagement

Objective 4.2: Develop, open up and improve access to the museum, archive and local studies collections ensuring they reflect Rotherham's diverse communities and heritage

Objective 5.1: Develop recognised brand and values for Rotherham's heritage attracting more visitors and users

Objective 5.2: Develop co-ordinated approach to the development of heritage across the borough

Objective 6.1: Diversify the Service's income streams

Objective 6.2: Invest in workforce development

Objective 6.3: Ensure Service is flexible, trusted and reliable

DRAFT

8. Resources

In order to deliver and resource this Forward Plan, the Service will implement its new Fundraising Strategy, although this is currently limited in scope due to the Service's current governance arrangements. During 2018/19, the Service will utilise a grant from The National Archives Sector Sustainability Fund to investigate alternative governance arrangements relating to the South Yorkshire Archives Partnership, which would determine whether this would allow the Service to realise the full potential of its Fundraising Strategy. It is, however, anticipated that any recommendations would need to be approved and the new arrangements (e.g. development trust) implemented. In the interim, the Service will, therefore, work with funding bodies that will support local authorities services e.g. Heritage Lottery Fund, Arts Council (England), The National Archives and Historic England during the transition.

The Service will also review its current structure to ensure it is fit for purpose to deliver on this Forward Plan and has made a strong commitment to invest in staff to ensure the aims and objectives can be met. It will be essential for staff to be involved with the development of new ways of working and influencing the development of new systems to support the delivery of the new Commitment improving productivity and effectiveness of the whole of the Service.

The Service also has many valuable assets which are central to resourcing this Forward Plan:

- Museum and archive and local studies collections, which are a significant resource
- Heritage assets including buildings, which provide a strong link to local communities and Rotherham's heritage

As well as the Service's internal assets and resources, it will also be important to have an external focus which will be about working with key partners, stakeholders and audiences to achieve much more than it can deliver on its own. The Service already has a number of existing relationships with funders, partners and key stakeholders and will use them more proactively to support with developing participatory practice and engagement and to help promote and advocate for the Service.

The Service will continue to diversify its income streams as outlined within the action plan and ensure there is a balance so not to become over reliant on one funding stream.

9. Monitoring and Evaluation

The Forward Plan is reviewed annually and updated in line with wider Service Plans. The Action Plan is reviewed quarterly.

10. Appendices

Appendix 1 – Headline Figures, 2014-2018

	2014/15	2015/16	2016/17	2017/18
Visitor Figures				
Clifton Park Museum	101153	105647	115920	105001
Boston Castle	3868	2873	2773	5190
Other Sites	0	57	124	126
Archives and Local Studies	2100	1613	1784	1859
Attendance at Events				
All sites	2622	2335	6075	6584
No. of pupils attending formal school sessions				
All sites	934	1747	2193	1521
No. of volunteers hours (includes contribution from Friends groups)				
Museums/Historic Sites	2336	1276	2709	2221
Archives and Local Studies	84	115	151	222
Work Placements	1099 hours (11 placements)	722 hours (24 placements)	820 hours (19 placements)	248 hours (9 placements)
No. of enquiries				
Museum Collections	75	165	160	181
Archives and Local Studies	1397	1131	1143	895
No. of Retrievals				
Archives & Local Studies	11,187	10,001	10,312	19,388
Remote usage				
Clifton Park & Museum:				
Facebook Likes	N/A	2731	11198	15234
Page views	19,385	40,674	43,440	32,244
Boston Castle:				
Facebook Likes	Unavailable	Unavailable	Unavailable	788
Page views	5685	8234	5822	6948

Heritage Learning: Page views Twitter Followers	N/A N/A	N/A N/A	5379 N/A	1969 95
Clifton Conservation Service: Page views Twitter Followers	N/A N/A	N/A N/A	1871 59	2680 86
Archives and Local Studies page views (incl. 3 rd party providers)	34,980	Unavailable	17,447	51,435
Visitor Attraction Quality Assurance Scheme				
Clifton Park Museum	69%	72%	75%	81%
External Funding Secured				
All services	£36,509	£45,669	£49,290	£120,534
Details of Grants:				
2014/15: Arts Council - Creative Employment Programme (supporting internship); Heritage Lottery Fund - Boston Castle; The Learning Tower; Museum Development Yorkshire – Developing new school session; Arts Council - Strategic Support Fund to review commercial services; Ministry of Defence – Supporting operational running costs of regimental museum				
2015/16: Arts Council - Creative Employment Programme (supporting two apprenticeships); V&A Purchase Fund, Army Museums Ogilvy Trust, Western Front Association; MCVF, Friends of Clifton Park Museum, Friends of Rotherham Archives, Regimental Association – Purchase of Captain Simpson collection; Heritage Lottery Fund – Boston Castle; the Learning Tower; Arts Council – Strategic Support Fund to review commercial services; Ministry of Defence – supporting operational costs of running regimental museum; Museum reserves – Care of Collections; Dearne Valley Landscape Partnership - Exhibition at Riverside House				
2016/17: Creative Employment Programme (supporting apprenticeship); Heritage Lottery Fund – Boston Castle; the Learning Tower; Arts Council – Museums Resilience Fund to develop fundraising capabilities; Ministry of Defence – supporting operational costs of running regimental museum; Museum reserves – Care of Collections; British Science Week; STEM activities for children; The National Archives – Development of South Yorkshire Archives Partnership				
2017/18: Arts Council – Ready to Borrow Scheme; Arts Council – Museums Resilience Fund to develop fundraising capabilities; Historic England – Development phase for Keppel's Column; V&A Purchase Fund, Headley Trust – Purchase of Medieval FingerRing				

Strategic Aim 1: Explore and shape the future direction of the Service with children and young people

Objective 1.1: Improve understanding of current audiences and potential audiences

Service Action	Lead ¹⁵	Resources	Target/ Date	Outcome
Develop programme of audience research: <ul style="list-style-type: none"> - understand key target audiences - benchmark performance with similar organisations 	C&VEM VEO HEO	Core budget Staff time External funding	Annually During delivery of key projects	Improvement plan implemented to establish baseline for current audiences and potential audiences for all services Improved knowledge and understanding of target audiences Benchmark data and information available for all services Delivery mechanism for all services will be more relevant and better matched to the needs of existing and targeted audiences
Undertake and/or participate in consultation with target audiences to determine need	C&VEM P&DM	Core budget Staff time External funding	Annually During delivery of key projects	Key target audiences identified; consultation planned and implemented
Work with key organisations to determine and develop programme of evaluation and impact. To include: <ul style="list-style-type: none"> - Visitor Finder 	HSM C&VEM P&DM	Core budget Staff time External funding	Annually Reports to be received at quarterly internal performance meetings	Survey results and evaluation analysed and benchmarked. Information shapes improvement plans Statements of impact determined. Case studies available.

¹⁵ Accountable Officers is based on name of posts and are as follows: Heritage Services Manager (HSM), Commercial Manager (CM), Project Manager – Care of Collections (PM); Collections and Visitor Experience Manager (C&VEM), Projects and Development Manager (P&DM), Visitor Experience Officer (VEO), Collections Officer (CO), Archivist (A), Learning Officer (LO), Heritage and Events Officer (HEO), Conservator (C), Hospitality Officer (HO)

<ul style="list-style-type: none"> - Survey of Visitors to British Archives (CIPFA) - Archives: Distance Enquiry Service Survey (CIPFA) - Museums in Yorkshire Survey (Museum Development Yorkshire) - Great Place Team - Other lead specialists 				
---	--	--	--	--

Objective 1.2: Develop and implement organic model of audience engagement, embedding platform(s) for co-creation and co-production

Service Action	Lead	Resources	Target/ Date	Outcome
Develop engagement strategy with strong focus on participatory practice	HSM	Staff time External funding	March 2021	Approval and implementation of engagement strategy Improved understanding of new approach within organisation and by key partners Enhanced staff knowledge and skills to deliver on strategy
Develop and implement series of pilot projects to support development of engagement strategy and participatory	HSM P&DM	Staff time Core budget External funding	Within project deadlines	Delivery of series of pilot projects informing development of engagement strategy including: <ul style="list-style-type: none"> - Year 1: Place Makers, Future Shapers (HLF Young Roots); Great Place (HLF) - Year 2: Impact of Visual Art for Children and Young People

practice				<p>(ACE Project Grant); Rotherham Show (HLF Heritage grant); Great Place (HLF)</p> <ul style="list-style-type: none"> - Year 3 and 4: To be determined by outcome of above <p>Increased engagement and participation by key target audiences</p> <ul style="list-style-type: none"> - Participation numbers from key target audiences - Examples of impact <p>Identification of working practices and methods to support delivery</p>
<p>Develop platform for co-production and co-creation across Service including:</p> <ul style="list-style-type: none"> - Development of children and young people's advisory board - Establish partnerships with key children and young people's groups to provide advice 	P&DM	Staff time External Funding	<p>Ongoing</p> <p>April 2019 (Review annually)</p> <p>Annually</p>	<p>Establishment of children and young people's advisory board working to determine programming meeting needs of existing and target audiences</p> <p>Areas of work identified within Service where co-production and co-creation will have impact. Principles agreed. Target audiences/users involved at first stages of design</p> <p>Staff understand and implement co-production/co-creation principles</p>

Strategic Aim 2: Implement a strong programme-led approach ensuring children and young people play a key role across Heritage Services

Objective 2.1: Deliver high quality, ambitious and innovative programme of engagement

Service Action	Lead	Resources	Target/ Date	Outcome
Develop clear programming policy for exhibition and events, with supporting system and processes	HSM C&VEM	Core budget Staff time	Mar 2019	Implementation and adoption of programming policy (for whole Service) to support delivery of Forward Plan Key systems and processes agreed to support programming work Programming determines audience, key partners, activity (engagement and participation), learning offer, marketing and advocacy, fundraising and income generation
Develop and deliver 3 year exhibition and events programme (2019-2022)	C&VEM P&DM	Core budget Staff time External funding	Annually Agreed project deadlines	Variety of tailored exhibition and events delivered annually attracting more visitors/more often, engaging and encouraging participation with target audience determined through co-created model with children and young people <ul style="list-style-type: none"> - Visitor Numbers/Previous Attendance/1st time visitors/users - Customer Satisfaction - Participation Numbers - Impact - No. of touring exhibitions/loans
Develop themes within the programme reflecting wider priorities			Mar 2019	Clear themes agreed supporting programming policy creating coordinated, accessible and relevant exhibitions and events programme
Attract high profile loans/touring exhibitions			Annually	See above

Implement new operational model for delivery of events across Service	P&DM HEO	Core budget Fees & Charges Staff time External funding	April 2018 Annually	Operational model implemented. Increased capacity to deliver events <ul style="list-style-type: none"> - Participation Numbers (based on objective of event – learning/skills development/health and well-being) - Impact - Customer Satisfaction
Develop and deliver learning service	P&DM LO	Core Funding Fees & Charges	Annually	Improved and tailored offer available to schools <ul style="list-style-type: none"> - Number of school bookings - Attendance figures - Take up within Rotherham - Impact - Customer Satisfaction

Objective 2.2: Build and develop collaborative partnerships to support delivery

Service Action	Lead	Resources	Target/ Date	Outcome
<p>Become lead partner in Rotherham Cultural Education Partnership (Embassy for Reimaging Rotherham)</p> <p>Progress overall aims and objectives of partnership and work to deliver key projects/concepts</p> <ul style="list-style-type: none"> - Children's 	HSM P&DM	Core budget External funding Staff time	April 2019 (Reviewed annually)	<p>Achieve objectives outlined within Partnership Agreement:</p> <ul style="list-style-type: none"> - Young People's voices are at the heart of everything we do - Recognisable culture and arts offer to all communities - Parents and carers engaged in cultural and artistic experiences aligned to the curriculum - New resources, projects, events created across the borough with increased engagement and promotion of wellbeing - Clear progression routes - Impact and value of work is shared - Arts are more integrated into cross cutting policies

<p>Capital of Culture</p> <ul style="list-style-type: none"> - Roll out Arts Award to all schools - Co-ordinated events programme 				
<p>Support development and delivery of South Yorkshire Archives Partnership</p>	<p>C&VEM A</p>	<p>Core budget External funding Staff time</p>	<p>April 2019 (Reviewed annually)</p>	<p>See separate action plan, 2017-2024 outlining activity areas and actions. Progress reported to formal steering group each quarter</p>
<p>Support delivery of Great Place project</p>	<p>HSM P&DM</p>	<p>External funding Staff time</p>	<p>Reviewed bi-monthly through steering group</p>	<p>See separate project plan, 2017-2020 outlining stage and activity. Progress reported to formal steering group every 2 months</p>
<p>Continue to build on/develop working relationships with other council services and external organisations to develop offer/services including:</p> <ul style="list-style-type: none"> - Friends groups - Green Spaces to ensure delivery of single visitor destinations - Events team to plan and deliver coordinated 	<p>All managers</p>	<p>Staff time</p>	<p>Ongoing</p>	<p>Delivery of key initiatives/projects to meet Service's aims and objectives. See separate actions/outcomes within action plan</p>

<p>programme of events</p> <ul style="list-style-type: none"> - Children and Young People's Service to develop/progress projects and initiatives - Children, Young Peoples, Families' Consortium - Different But Equal Board - Young Inspectors - Youth Cabinet 				
<p>Mentor South Yorkshire Transport Museum</p>	<p>HSM</p>	<p>Staff time</p>	<p>4/5 days per annum</p>	<p>Transport Museum successful in re-application for accreditation (Spring 2019)</p>
<p>Provide broad range of volunteering opportunities including:</p> <ul style="list-style-type: none"> - Apprenticeships - Work experience placements - General volunteering 	<p>P&DM HEO</p>	<p>Core budget Staff time</p>	<p>Mar 2019 (Reviewed annually)</p>	<p>Demonstration of skills gain Increased organisational capacity adding value</p> <ul style="list-style-type: none"> - Number of volunteers - Number of volunteer hours - Value of volunteer contribution - Impact assessment
<p>Strategic Aim 3: Create a framework for engagement, interaction and involvement for children and young people and their families, carers and other adults involved</p>				

Objective 3.1: Create welcoming spaces and enhance the visitor offer enabling children and young people and the wider community to explore their heritage, improve their quality of life and health and well being

Service Action	Lead	Resources	Target/ Date	Outcome
Develop Clifton Park and Museum masterplan	HSM	Staff time Core budget External funding	Mar 2019 Ongoing	Brief developed to identify scope of project Budget identified/secured to progress development phase
Support development of Visitor Attractions Model	HSM	Staff time External funding	Mar 2019	New service model developed and approved
Support development and delivery of key art projects including: <ul style="list-style-type: none"> - Tinsley Art Project - Gallery Town 	HSM P&DM	Staff time External funding	Mar 2019	Project plans developed
Undertake site improvements: <ul style="list-style-type: none"> - Planned maintenance programme for exhibitions and general improvements - Ensure 	C&VEM VEO	Core budget Staff time Premises Fund	Ongoing April 2018	Programme implemented and improvements made

<p>compliance through risk assessments and health and safety checks at all sites</p> <ul style="list-style-type: none"> - Work with Corporate Landlord Scheme to improve building assets 			Ongoing	<p>Risk assessments updated/actioned</p> <p>Building assets improved enhancing visitor offer</p>
<p>Work in partnership with Service's Friends Groups to enhance visitor offer</p>	VEO CE A	Staff time Core budget	Mar 2019 (Annually)	<p>Agreement made between Service and Friends groups outlining focus and commitment to enhance visitor offer</p>
<p>Identify small scale funding to enhance visitor offer</p>	VEO	Staff time External Funding	As and when required	<p>External funding secured to improve visitor offer enabling children and young people and the wider community to explore their heritage</p> <ul style="list-style-type: none"> - No. of grants/funding secured - Objectives achieved

Objective 3.2: Create participatory and interactive opportunities for children and young people to develop their skills, aspirations and creativity

Service Action	Lead	Resources	Target/ Date	Outcome
<p>Deliver key projects creating participatory and interactive opportunities including:</p> <ul style="list-style-type: none"> - Place Makers, Future Shapers (HLF Young Roots) - Impact of Visual Art for Children and Young People (ACE Project Grant); - Great Place - Rotherham Show (HLF Heritage grant) <p>Continue to attract external funding to deliver key projects to work with children and young people</p>	<p>HSM P&DM C&VEM</p>	<p>Core budget Staff time External funding</p>	<p>Dec 2020</p> <p>July 2021</p> <p>Dec 2020 Sept 2019</p> <p>Ongoing</p>	<p>Increased levels of participation and engagement particularly by those with protected characteristics</p> <ul style="list-style-type: none"> - Participation numbers from key target audiences - Examples of impact <p>Identification of working practices and methods to support delivery</p> <p>External funding secured to create participatory and interactive opportunities</p> <ul style="list-style-type: none"> - No. of grants/funding secured - Objectives achieved
<p>Involvement in key cultural events/activities</p> <ul style="list-style-type: none"> - Rotherham Show - Yorkshire Day - Great Place activities 	<p>P&DM HEO</p>	<p>Core budget Staff time External Funding</p>	<p>Sept (Annually) Aug 2020 Ongoing</p>	<p>Delivery of/participation with key cultural events/activities</p> <p>Increased levels of participation and engagement particularly by those with protected characteristics</p>

				<ul style="list-style-type: none"> - Participation numbers from key target audiences - Examples of impact <p>Identification of working practices and methods to support delivery</p>
Implement new operational model for delivery of events across Service	P&DM HEO	Core budget Fees & Charges Staff time External funding	April 2018 Annually	<p>Operational model implemented. Increased capacity to deliver events</p> <ul style="list-style-type: none"> - Participation Numbers (based on objective of event – learning/skills development/health and well-being) - Impact - Customer Satisfaction
Develop and deliver learning service	P&DM LO	Core budget Staff time Fees & Charges	Annually	<p>Improved and tailored offer available to schools</p> <ul style="list-style-type: none"> - Number of school bookings - Attendance figures - Take up within Rotherham - Impact - Customer Satisfaction
Provide broad range of volunteering opportunities for young people including: <ul style="list-style-type: none"> - Apprenticeships - Work experience placements - General volunteering 	P&DM HEO	Core budget Staff time	Mar 2019 (Reviewed annually)	<p>Demonstration of skills gain Increased organisational capacity adding value</p> <ul style="list-style-type: none"> - Number of volunteers - Number of volunteer hours - Value of volunteer contribution - Impact assessment

Strategic Aim 4: Review, develop and enrich the Service’s museum, archive and local studies

collections and the stories they contain

Objective 4.1: Explore and develop the stories from the museum, archive and local studies collections enabling children and young people and the wider community to create powerful connections and to provide significant opportunities for engagement

Service Action	Lead	Resources	Target/ Date	Outcome
Improve research into collections drawing out key stories and identifying key moments in time	CO A	Staff time External funding	Mar 2019 Annually	Improved knowledge of collections Delivery of focused participatory/engagement projects/initiatives drawing out stories from collections Collections information disseminated within wider Service
Identify small scale funding to explore and develop stories from collections	C&VEM CO A C	External Funding	As and when required	External funding secured to improve knowledge of collections offer enabling children and young people and the wider community to create powerful connections and to provide significant opportunities for engagement - No. of grants/funding secured - Objectives achieved
Undertake mapping exercise to link museum and archive collections ensuring coordinated approach is taken for exhibitions, events and enquiries	CO A	Staff time External Funding	Mar 2020	Mapping exercise complete

Develop and deliver 3 year exhibition and events programme (2019-2022)	C&VEM P&DM	Core budget Staff time External funding	Annually Agreed project deadlines	Variety of tailored exhibition and events delivered annually attracting more visitors/more often, engaging and encouraging participation with target audience determined through co-created model with children and young people <ul style="list-style-type: none"> - Visitor Numbers/Previous Attendance/1st time visitors/users - Customer Satisfaction - Participation Numbers - Impact <p>Research undertaken as part of programme disseminated within wider Service</p>
--	---------------	---	--	---

Objective 4.2: Develop, open up and improve access to the museum, archive and local studies collections ensuring they reflect Rotherham's diverse communities and heritage

Service Action	Lead	Resources	Target/ Date	Outcome
Develop, rationalise and diversify the museum and archives and local studies collections through: <ul style="list-style-type: none"> - Work of Acquisition and Disposal Panel - Delivery of Care of Collections project - Updating Collections Management 	HSM C&VEM PM C&VEM	Core budget Staff time External Funding Reserves	Quarterly July 2019 Feb 2020 July 2019	All objects and archives acquired and disposed of according to Service priorities (as outlined with Collection Development Policies) Objectives of project met: <ul style="list-style-type: none"> - Complete outstanding flood recovery work - Replace museum's collections management database - Revalue museum collections <p>Collections Development Policies updated and approved</p>

Policies (Museums and Archives)				
<p>Improve access to collections in innovative and engaging ways</p> <ul style="list-style-type: none"> - Develop Digital Strategy and Action Plan - Replace museum collections management database - Participate in UK Art Sculpture Project - Develop social media presence - Develop project to create research room for production of archive and museum collections 	C&VEM CO A	Core Funding Staff time External funding	<p>Mar 2020</p> <p>July 2019</p> <p>Mar 2019</p> <p>Ongoing</p> <p>Feb 2020</p>	<p>Digital Strategy developed and approved. Action plan implemented</p> <p>Museum collections management database replaced</p> <p>Sculpture collection digitised and available through UK Art website</p> <p>Social media platforms improve access to collections</p> <p>Project developed and funding secured to create research room opening up museum collections, alongside archives</p>
Support development and delivery of South Yorkshire Archives Partnership	C&VEM A	Core budget External funding Staff time	April 2019 (Reviewed annually)	See separate action plan, 2017-2024 outlining activity areas and actions. Progress reported to formal steering group each quarter

<p>Deliver:</p> <ul style="list-style-type: none"> - Museums documentation backlog plan - Archives cataloguing action plan 	CO A	Core budget Staff time External funding	Mar 2019 (Annually)	<p>Key deadlines met to progress museums documentation backlog plan. See copy of plan for breakdown of targets</p> <p>Number of archive collections catalogued Number of archive records added to database</p>
Identify small scale funding to open up and improve access to the museum and archive and local studies collections	C&VEM CO A	External Funding	As and when required	<p>External funding secured to improve access to collections</p> <ul style="list-style-type: none"> - No. of grants/funding secured - Objectives achieved
Plan for exit from collections outstores	C&VEM	Staff time	Mar 2021	Plans agreed as to relocation of outstores
Implement conservation programmes	C	Core budget Staff time	Mar 2019 (Annually)	Annual programme of conservation implemented ensuring delivery of exhibition programme, research interests and enquiries
Develop Care and Conservation Plan	C		Nov 2018	Care and Conservation Plan agreed and implemented
Respond to collection enquiries	CO A	Staff time	Ongoing	<p>Enquiries answered</p> <ul style="list-style-type: none"> - No. of enquiries - Response rate - Customer Satisfaction

Work in partnership with Service's Friends Groups to enhance collections offer	VEO CO A	Staff time Core budget	Mar 2019 (Annually)	Agreement made between Service and Friends groups outlining focus and commitment to enhance collections offer
--	----------------	------------------------------	------------------------	---

Strategic Aim 5: Raise the profile of Rotherham's heritage attracting more visitors and recognition

Objective 5.1: Develop recognised brand and values for Rotherham's heritage attracting more visitors and users

Service Action	Lead	Resources	Target/ Date	Outcome
Support development of new Culture, Sport and Tourism marketing and communication strategy	HSM	Staff time	Aug 2018	New marketing strategy in place. Measures and targets to be established for: <ul style="list-style-type: none"> - Income generation - Participation - Reputation/civic pride
Develop marketing and communication plans linked to raising profile of different elements of Service	CM VEO	Staff time	Dec 2019	Marketing and communication plans in place. Measures and targets agreed. To include: <ul style="list-style-type: none"> - Visitor Numbers/Previous Attendance/1st time visitors/users - Customer Satisfaction - Income - Spend per visitor (requires benchmark year)
Develop core values and identity for Service	HSM	Staff time External	Mar 2019	Core values and identity of Service agreed

		Funding		
Support development and delivery of South Yorkshire Archives Partnership	C&VEM A	Core budget External funding Staff time	April 2019 (Reviewed annually)	See separate action plan, 2017-2024 outlining activity areas and actions. Progress reported to formal steering group each quarter
Improve digital infrastructure; e.g. websites; signposting	CM VEO	Staff time	April 2019 (Reviewed annually)	Visitor and user information is easy to access - No. of webpage hits - Likes/Followers
Participate in regional and national initiatives as and when beneficial	C&VEM P&DM	Staff time	Ongoing	Participation in regional and national initiatives, which raise profile of services

Objective 5.2: Develop co-ordinated approach to the development of heritage across the borough

Service Action	Lead	Resources	Target/ Date	Outcome
Support development of Destination Management Plan	HSM	Staff time	Dec 2018	Plan established and implementation commenced
Develop Heritage Strategy	HSM	Staff time External Funding	Mar 2021	Development of Heritage Strategy in line with Service's Commitment Improved knowledge and understanding of Rotherham's heritage Clear understanding of social impact of heritage

Strategic Aim: Develop and strengthen the resilience of the organisation

Objective 6.1: Diversify the Service's income streams

Service Action	Lead	Resources	Target/ Date	Outcome
Implement Fundraising Strategy (see key themes below)	HSM	Core budget Staff time	Ongoing	Fundraising Strategy is implemented. Service's income streams are diversified in percentage terms
Explore alternative governance arrangements to support fundraising strategy <ul style="list-style-type: none"> - Deliver Archives Sector Sustainability Project 	HSM	External Funding	Mar 2019	Clear understanding of alternative governance arrangements to facilitate delivery of fundraising strategy
<ul style="list-style-type: none"> - Attract more external funding relevant to priorities of Service 	HSM P&DM C&VEM	Core budget Staff time External Funding	Ongoing	External funding secured to deliver on key aims and objectives for Service <ul style="list-style-type: none"> - No. of grants/funding secured - Objectives achieved
<ul style="list-style-type: none"> - Develop and maintain beneficial partnerships 				See 2.2

- Improve individual giving	VEO	Core budget Staff time	Mar 2019 (Reviewed annually)	Targets achieved
- Develop programme of immersive events	HEO LO	Core budget Staff time Fees and charges	Mar 2019 (Reviewed annually)	Programme delivered - Participation Numbers (based on objective of event – learning/skills development/health and well-being) - Customer Satisfaction - Income
- Develop legacy programme	HSM	Core budget Staff time External Funding	April 2020	Legacy programme launched
Continue to develop and improve performance of commercial services	CM	Core budget Staff time Income	Mar 2019 (Reviewed Annually)	See separate Clifton Park and Museum Business Development Action Plan, 2017-2020
Investigate options to generate income from collections	CM	Staff time	Dec 2019	Options review complete

Objective 6.2: Invest in workforce development

Service Action	Lead	Resources	Target/ Date	Outcome
----------------	------	-----------	-----------------	---------

Review organisational structure to ensure Service fit for purpose	HSM	Staff time	Mar 2019	Structure fit for purpose to deliver on Forward Plan
Deliver ongoing appraisal and training of all staff to meet Service need	All managers	Staff time Core budget	June 2018 (Reviewed annually)	100% Performance and Development Reviews complete
Embed training and support for teams in following areas: - Individual giving - Upselling services - IT upskilling incl. use of EPOS and CRM systems	All managers	Training budget	June 2019 (Reviewed annually)	Training plan implemented and delivered
Implement worksmart principles in work areas	All managers	Staff time	Summer 2019	Flexible workspaces created
Objective 6.3: Organisation is flexible, trusted and reliable				
Service Action	Lead	Resources	Target/ Date	Outcome
Ensure Service meets	HSM	Core		

<p>requirements of external inspections/standards including:</p> <ul style="list-style-type: none"> - Submission of Archives Accreditation application - Submission of Museum Accreditation applications – address areas for improvement (see section 6.4) - VAQAS 	<p>C&VEM</p> <p>C&VEM</p> <p>VEO</p>	<p>budget Staff time</p>	<p>Aug 2018</p> <p>Mar 2019</p> <p>Oct 2018 (Reviewed annually)</p>	<p>Archives Accreditation Standard achieved</p> <p>Areas for improvement met. Museum Accreditation Standard retained</p> <p>VAQAS retained with improvement of score</p>
<p>Service to become Arts Award provider</p>	<p>HEO</p>	<p>Core budget Staff time</p>	<p>Sept 2019</p>	<p>Service approved as Arts Award provider</p> <p>Programme of activity developed to support Arts Award</p>
<p>Develop and implement business plans for different elements of Service:</p> <ul style="list-style-type: none"> - Commercial Services - Heritage Learning - Clifton Conservation Service 	<p>CM</p> <p>LO C</p>	<p>Core budget Staff time External Funding</p>	<p>Ongoing</p>	<p>Business plans developed and implemented improving performance and meeting income targets</p>

Update Emergency and Business Continuity Plans	VEO C	Core budget Staff time	Jan 2019 (Reviewed annually)	Emergency and Business Continuity Plans fit for purpose
--	----------	---------------------------	---------------------------------	---

DRAFT

Appendix 3 – Organisational Chart (June 2018)

