

THE MANCHESTER MUSEUM

Strategic Plan 2015-18

Introduction & contextual analysis

The Manchester Museum, with its sister institution the Whitworth Art Gallery, is one of the cultural assets of the University of Manchester, managed by the University's Deputy President and Deputy Vice-Chancellor. They both receive core funding from the University, and from the Higher Education Funding Council for England (HEFCE). Together they form part of the Strategic Partnership between Manchester City Council and the University of Manchester. The Manchester Museums & Galleries Partnership, which is in receipt of Major Partner Museums (MPM) funding from Arts Council England (ACE), brings together three organisations – Manchester City Galleries, the Whitworth Art Gallery and the Manchester Museum. We will all work together, across governance structures, to deliver the objectives of ACE, the city and the university, and promote Manchester as a centre of knowledge, creativity and culture.

In 2014 the Manchester Museum had:

5 temporary exhibitions or installations

425,000 visitors

32,000 visits from schools and colleges

6,802 students involved in teaching and research activities

192 volunteers who gave a total number of 10,158 volunteer hours (valued at £121,896)

3462 research activities drawing on its collections

151 university courses using its collections or staff

Developing our audiences

For eight years the Museum has worked with Morris Hargreaves MacIntyre to understand the segmentation and demographics of our visitors and to use this understanding to develop our audiences further, such that this is now embedded into our everyday work. Much of our understanding is based on segmentation of our audiences from the point of view of their motivations in visiting. These are:

Title	Characteristics	Needs	% Museum
Kids First Families	Mixed age groups wanting fun trip for children – avoid anything that might cause friction, be considered boring or needs too much facilitation by parents	Information, low cost, Transparency, ease of access and orientation. Quick win entertainment value, child friendly facilities	22
Learning Families	Mixed age groups, wanting educational and fun trip for children. Want to bring families together to share and talk about experiences	Ease of access and movement, child friendly facilities and structured activities, different levels of service to meet different age needs	40
Sight Seers	First time visitors making a general visit.	Ease of access, comfort, orientation, good facilities	12
Third Spacers	Repeat visitors, meeting up with others at the venue. Use the venue as a sociable space and want to feel a sense of ownership in their surroundings.	Ease of access, comfort, orientation, good facilities, warm welcome, accessible exhibitions, packaged services to introduce new visitors through	10
Self Developers	Non-specialists wanting to informally improve their general knowledge of visual art or the subjects covered in by the museum.	Journey of discovery, layered information, finding out new things	7
Experts	Specialists wanting to deepen their knowledge further by engaging deeply with the collection	High quality access to collections, critical engagement, access to expert staff	4
Sensualists	Non-specialists wanting a deeply moving experience through engagement with collections	Ambience, deep sensory engagement, space for contemplation	4
Aficionados	Specialists who want to commune with objects in the collection, and use their existing knowledge as a base to go deeper	Ambience, deep sensory engagement, space for contemplation	1

This segmentation tells us that Families are the most significant audience - representing 62% at the Museum, with Learning Families as the larger segment of total audience. We have seen significant increases in family visits during the last two years up from 58% to 63%, driven by our reputation for providing high quality, stimulating and free family programmes, with good wraparound facilities.

In addition to this, overall school visits have increased significantly to the extent that we do not wish to see numbers rise above 30,000 per annum as this will affect experience. We will aim to maintain numbers whilst increasing the quality of the engagement. As an example of impact, last year 99% of teachers attending a session at the Museum rated the overall quality of student experience as 'excellent' or 'good' and 99% said they would visit again.

Visit numbers have reached all time highs for each of the last five years, exceeding 425,000 in 2013-14. During this growth, audience

segmentation has remained relatively constant; and our understanding of these segments has allowed us to develop a broad programming mix to attract visitors with different motivations. However, this method does not fit easily with widening access, where demographics are a helpful starting point. Early in 2015 we will re-tender our audience research contract, including the adoption of new segmentation such as Audience Agency's Spectrum, which will combine motivational data with ACORN data.

Demographics

	Gender		Age					Ethnicity			Socio-economic	Disability
	Female	Male	0-15	16-24	25-44	45-64	65+	White	BME	Other	C2DE	Disabled
Museum	53	47	30	17	36	13	13	82	18	1	19	7
GM population	51	49	20	19	34	18	10	84	15	1	50	19

From the above, it can be seen that the Manchester Museum attracts an audience that is slightly more representative of the Greater Manchester overall population in terms of gender, age and ethnicity. To a large extent this is both because of its subject matter, which is attractive to a wide range of families, and because it attracts a more regional audience (81% are from the North West).

In terms of ethnicity, the fact that the Museum attracts a greater percentage of BME visitors than the overall Greater Manchester population is a great success story. Overall, the Partnership saw a 60% increase in numbers of BME visitors from 2011/12-2013/14.

We could do more to attract disabled people: currently our proportion of disabled visitors is less than half that of the GM population. However, closer investigation is needed of how disability is measured by our consultants MHM and by the census.

A major issue that stands out from these figures is the low participation of traditional C2DE social groups (often now re-designated as NS-SeC categories 5-8), at just 19% participation in Partnership venues, compared with a proportion of 50% in the Greater Manchester population.

This is clearly an area of significant concern, which requires a great deal more research. We need to understand, for example, how robust the statistics are in terms of survey sampling and the classification of the C2DE segments. We also need to understand the extent to which low participation amongst this group can be a symptom of a wider range of exclusions (physical, cultural, social, financial, intellectual, psychological and emotional), some of which cannot be addressed directly by museums.

The longitudinal statistics from MHM, together with academic research, show that direct targeting of, say, C2DE groups – while it might be successful on a specific project – tends to have little long-term impact. However, the same statistics show that BME and C2DE groups tend to visit in families (Learning Families & Kids First Families) and that by investing in the broad needs of these groups – and by targeting neighbourhoods with high proportions of BME and C2DE, we will begin to attract these groups.

For our priority groups (disabled, BME, and C2DE) our target is therefore to increase significantly the number of participants in each group as a demonstration of increased reach. Our targets for the period 2015-2018 are to increase:

- NS-SeC categories 5-8 (C2DE) visits by 33% or an additional 26,650, to 107,400
- BAME visits by 25% to an additional 19,125
- Disabled visitors by 33% to an additional 9,800.
- Overseas visitors by 20% to an additional 6,800
- Overall, visitor numbers will rise by 10% to 467,500.

Additional Priorities

Young People

Our younger audiences are more likely to be from BME groups – 29% of under-16s in Manchester are from BME groups compared with 21% of adults; therefore attracting younger visitors is contributing to audience diversity in the long-term.

Young Professionals

Greater Manchester has a population of 2.7 million people, and the population of the city of Manchester itself is the one of the fastest growing in the country due to graduate retention and a degree of economic growth that is attracting young workers to move to the city. The recent Ekosgen report has noted that Manchester's cultural organisations play an important role in improving the quality of life in the city, and in providing a place of welcome and orientation for new arrivals, be they from the UK or abroad. In 2015-18 we will continue to prioritise this young professional audience (often from the expanding creative industries).

Older People

Greater Manchester has a population of over 270,000 residents aged 65 and over (10% of total population). Contrary to the usually observed significant decline in museum and gallery attendance with older age, we have maintained a good proportion of visitors in these age groups by working in partnership with others to engage older visitors around agendas of inclusion through volunteering for well-being or lifelong learning; and through more targeted programmes for dementia sufferers. We will continue this through 2015-18.

Cultural Tourism

The Ekosgen report also identified the importance of cultural tourism to the economy. Currently around 9% of visits are by tourists staying overnight; we aim to increase numbers through 2015-18.

Mission, vision and key objectives

Our **Mission** is as follows:

As a university museum, the Manchester Museum uses its international collection of human and natural history for enjoyment and inspiration, working with people from all backgrounds to provoke debate and reflection about the past, present and future of the earth and its inhabitants

Our **Vision** is that the Museum is ideally placed to encourage people to engage with some of the major issues of our time:

1. *Promoting understanding between cultures*

One of our major challenges is that ignorance and misunderstanding can lead to intolerance and conflict. We will work to increase mutual understanding between cultures today, by placing them in a rounded context, and we will promote understanding of cultures of the past by showing their richness and influence.

2. *Developing a sustainable world*

Through the collections of both natural and human-made objects, the Museum can engage people in some of the major issues facing us in terms climate change and habitat loss. It is no longer sufficient for the Museum to show the world as classified and unchanging: we must show it as dynamic and shaped by past and contemporary forces, many of them human-made.

In doing this, we will position ourselves as one of the leading university museums in the world, known for our innovative and campaigning approach.

Our Values

We aim to be:

- Collaborative
- Respectful
- Interdisciplinary
- Provocative
- Responsible

All our users will experience the Museum as:

- Witty
- Friendly
- Intelligent
- Knowledgeable
- Accessible

The Museum Summarised

Our brand strategy allows us to position ourselves so that we stand out from others in our field and gives us a distinct personality which is compelling and appealing to our visitors and stakeholders.

Our brand strategy comprises:

Our big idea *which drives everything we do*

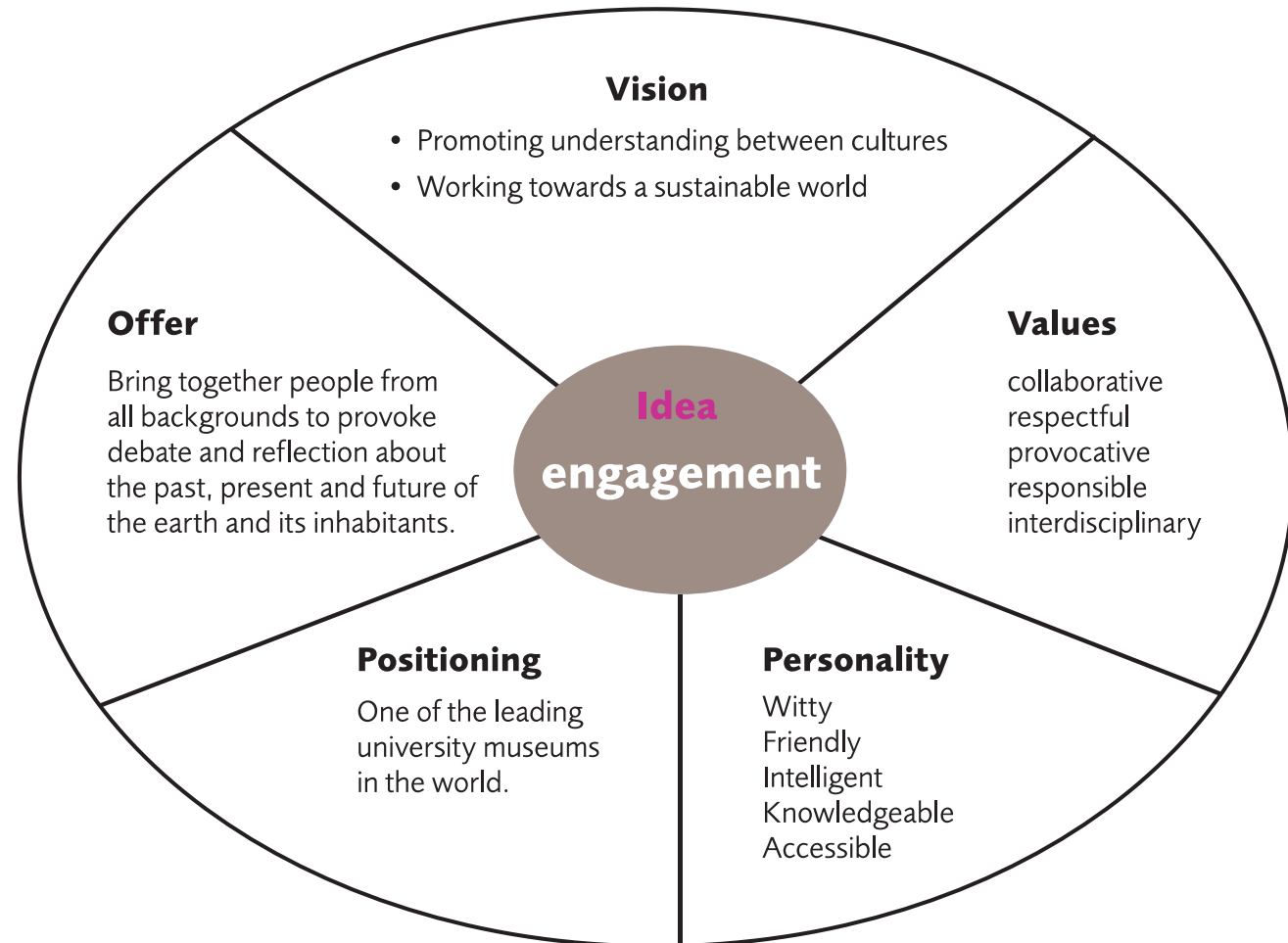
Our vision *the impact we want to make*

Our offer *what we do*

Our positioning *what makes us special*

Our values *what we believe in being*

Our personality *how we present ourselves to the world*



Our Key Objectives

To achieve this, we will focus on six key objectives over the next three years, delivered through detailed annual work plans.

1. Create a great visitor experience through excellent services and innovative programmes

- Undertake engaging temporary exhibitions, particularly drawing on University expertise, in collaboration with other Manchester partners
- Redevelop gallery spaces to meet the needs of current audiences (The Study, Minerals Gallery)
- Create a larger temporary exhibition space through a major capital project
- Invest in digital technology to enhance the visitor experience, including through mobile technology and use of social media
- Improve 'wraparound' facilities (signage, entrance hall)
- Develop greater opportunities for visitor interaction on galleries
- Improve physical, intellectual and emotional access to the Museum to all, particularly to lower socio-economic groups
- Participate in regional and national initiatives and develop partnerships with national and international museums
- Emphasise the fact that the Museum is part of the University
- Evaluate the impact of our work and use this to inform future plans, collaborating with partners on visitor research.

2. Facilitate innovative educational opportunities for Early Years, schools, colleges and lifelong learners

- Continue to develop and improve high quality programmes and resources for Early Years settings, including provision for 0-2 year olds.
- Develop expertise amongst children in using the museum as a teaching and learning resource by collaborating closely with schools and their communities
- Co-ordinate and extend provision for schools and colleges, and build relationships across the city with newly forming clusters
- Continue to play a key role in the University's Widening Participation and Social Responsibility strategies

3. Engage our many communities in ways that are meaningful to them

- Promote a more coordinated and consistent family offer for families, leading on collections-based learning and play
- Develop adult participation and community engagement, particularly focusing on lifelong learning, older people and arts & health.
- Improve opportunities for engaging Young People
- Continue to develop socially engaged volunteering
- Develop and diversify audiences through targeted outreach visits, particularly in socially disadvantaged areas.

4. Ensure that the Museum plays a distinctive role in the teaching, learning and research programmes of the University

- Ensure that the Museum contributes to a distinctive Manchester student experience

- Develop the use of the Museum as a vehicle for the research impact agenda by providing a space for public engagement with research (e.g. 'Rapa Nui' exhibition April 2015 and 'Islam' exhibition 2017)
- Facilitate greater use of the Museum's resources by researchers by targeted programme of engagement
- Continue to develop the use of the Museum's resources for teaching & learning across the University

5. Become known for our fresh approach to the development and use of the collection

- Undertake innovative programmes to promote digital collections access
- Use the Museum's expertise on a regional basis as part of MPM work, and contribute to the Museum Development programme.
- Develop further means of promoting access to the collection.
- Continue thematic collecting, including around the themes of 'Water' and 'Migration'.
- Deliver significant improvements to care and storage of collection
- Undertake collections review programme to make best use of all assets
- Undertake and deliver targeted documentation
- Review policies relating to collections

6. Make sure we manage and develop our resources, facilities and workforce to deliver our objectives

- Manage financial risks to ensure long term funding
- Diversify funding streams and improve self-generated income by working with MPM partners
- Achieve targets in raising funds for specific projects
- Contribute significantly to the sustainability agenda of the university and other stakeholders, including through our MPM work
- Support our staff and volunteers to improve their skills through a Partnership-wide workforce development programme
- Develop a more diverse workforce through a concerted Partnership-wide programme
- Ensure that the Museum provides a healthy and safe environment for all visitors and for those working in it

Ongoing Work

In addition to the priorities highlighted below, the following areas of ongoing work are key to the Museum's success in 2015-18

- Undertaking documentation of the collections
- Engaging with students through teaching and facilitation of their work on collections
- Encouraging the use of the collections for research
- Providing a stimulating range of public events
- Responding promptly to enquiries from all sources (e.g. public, schools, students & staff of University, external students & staff)
- Keeping the Museum attractive and welcoming to all visitors and staff

- Undertaking routine maintenance of the building and the galleries
- Keeping the building secure from threats and risks of all kinds
- Undertaking routine marketing and public relations activities
- Monitoring environmental and storage conditions and making continuous improvements
- Providing preventative and remedial conservation services
- Undertaking loans to a wide variety of sources
- Acquiring and disposing of material in an ethical manner according to Museum policies
- Maximising opportunities to make the collection accessible to as wide a range of users as possible
- Providing opportunities for engagement through volunteering, Youth Board, Young Archaeologists Club etc
- Maintaining and improving health and safety standards
- Providing efficient administration for all aspects of the Museum's work

Contributing to our stakeholders' objectives

The delivery of this strategic plan will also contribute to the achievement of our key stakeholders' aims.

Two of our key funders and stakeholders are in the higher education sector. By supporting teaching and research beyond the University of Manchester, and by caring for and developing the Museum's nationally important collection, we contribute to the objectives of the Higher Education Funding Council for England (HEFCE), which provides specific funding for this.

The Museum meets all of the three principal goals of our parent body, the University of Manchester. In particular the Museum contributes to Goal 3 on Social Responsibility and is recognised in the University's Strategic Plan for this role. The Social Responsibility goal sees the University as a force for good in the wider society, from the local to the international level. The Museum, along with other University cultural institutions, acts as a key interface between the University and the public, and is a significant contributor to the University's Widening Participation programme, encouraging able pupils from disadvantaged backgrounds to apply to university. By engaging a large and wide variety of users, and by working in partnership with others in Greater Manchester and beyond, the Museum not only contributes to the University's goal in this area, it also plays a role in the fulfilment of a range of strategies in the city-region.

As one of the partners in the largest Arts Council Major Partner grant in England, we will also ensure our effective support of the delivery of ACE goals. We will bring about a step-change in our performance in engaging people with collections by developing a unique partnership, working beyond governance structures to share programming around key priority audiences such as Early Years, schools, young people and the elderly, and sharing resources around communications, fundraising and commercial activities.

As with other institutions in the Manchester Partnership, we contribute to the Manchester Community Strategy and our outreach programmes will improve engagement and local participation and promote the health, wellbeing and aspirations of Manchester's diverse communities. Our learning activities will work towards improving key skills and outcomes for all residents, improving education, attainment and attendance for our young people.

Through our programme, we will transform the city's reputation as a centre of cultural and creative excellence and a national/international cultural tourism destination. Through our Green Museums work and the implementation of our low carbon plan, we will contribute to the delivery of Manchester – A Certain Future and the Greater Manchester Climate Change Strategy, raising awareness of the importance of environmental sustainability and tackling climate change.

We will also celebrate all things Manchester, through our displays and other programme initiatives and make a wide range of cultural opportunities available for all residents. Finally, we will embody the spirit of transformation in our innovative partnership work across the city and beyond, working collaboratively to improve value for money, integrating services and sharing resources wherever possible.

Date of Review

Progress on the Plan is reviewed at all Leadership Team meetings. A full review and development of a Strategic Plan for 2018-21 will be held in autumn 2020.