



UNIVERSITY OF CAMBRIDGE
MUSEUMS

**Strategic Plan
2013-16**

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University of Cambridge Museums Strategic Plan 2013-16

Foreword

By Dr Jennifer Barnes, Pro-Vice-Chancellor (International Strategy), Chair of General Board Museums Committee

The University of Cambridge Museums create a conversation with the rest of the world, locally, regionally and internationally. These collections, spanning four and a half billion years of natural objects, artefacts and art, are centres of discovery for some, and essential research collections for others, held by fascination for what has happened, how it looks and feels, and what it means to our understanding of the future.

The University of Cambridge Museums exist for all, are open to all and in doing so, demonstrate the place of universities in communities, as spaces that excite the imagination, and reveal obsession, whether it be painting, sculpture, the spirit that nearly sustained Scott's polar expedition, surgical instruments performing miracles and mayhem with human tissue, the preoccupations of the collectors and artists that drive humans to push boundaries. But rather than read about them, I urge you to visit, talk to the curators, discover your favourite museum and begin the conversation.

Introduction

The University of Cambridge Museums (UCM) is a new consortium comprising the eight Accredited museums of the University. It originated in 2012 as a result of the awarding of Major Partner Museum (MPM) status by the Arts Council England. While the museums which comprise the consortium themselves vary greatly in size, governance and funding, the UCM consortium provides the opportunity for the group to collectively develop all aspects of their work; this plan represents our collective ambitions and aspirations.

Our aim for the period 2013-16 is transformative: enabling a step-change in access to our exceptional collections and research resources. Substantial digital innovation, high-profile exhibitions, imaginative learning programmes and effective marketing across the UCM, and in close collaboration with wider cultural partners, will reach and benefit audiences locally, regionally, nationally and internationally. At the heart of this transformation is the development and consolidation of the consortium of eight museums, and a broader and deeper understanding of current and potential audiences. We are currently exploring and reflecting upon the nature of the consortium and have started work on the development of a strong brand identity for the UCM.

The origins of the UCM consortium lie in the collaborative activities stemming from the Fitzwilliam Museum as Renaissance hub, funded by the Museums Libraries and Archives Council through its Renaissance in the Regions programme from 2006-2011. The UCM MPM continues to make a significant contribution to museum development in the East of England, working closely with its fellow East of England Major Partner Museum service, Norfolk Museums and Archaeology Service and former hub partners to deliver aspects of the SHARE programme and as part of the regional museum group, Museums East of England. It is also developing its partnership with Oxford Aspire and the Manchester Partnership, and raising the UCM's profile within the University Museums Group, focusing on the particular contribution of University museums to the sector.

Organisation Profile

The UCM comprises eight museums:

- The Fitzwilliam Museum
- Kettle's Yard
- Museum of Archaeology and Anthropology
- The Sedgwick Museum of Earth Sciences
- University Museum of Zoology
- The Whipple Museum of the History of Science
- The Polar Museum, Scott Polar Research Institute
- Museum of Classical Archaeology

Five of the eight museums have been recognised by the Designation Scheme as holding 'pre-eminent collections of national and international importance. This reflects their role as a vital part of our national cultural and artistic heritage. The Sedgwick and Zoology Museums are repositories of type collections of living and extant species of animals and plants. All eight museums are Accredited, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users.

While the Cambridge University Botanic Garden is not part of the formal UCM consortium, they are part of the Cambridge Museums Steering Group and, together with the University Library are represented on the General Board Museums Committee, and they are an important partner in all our work.

Role within the University

The individual museums are major foci of University teaching, research and public engagement within the University. They provide a unique and distinctive environment for research, empowering innovative forms of inquiry that could not be undertaken in the absence of collections, and create opportunities for cross- and multi-disciplinary research, debate and discussion beyond the confines of a single research discipline. The collections are highly significant local, national and international research resources, while the museums are training and developing the next generation of collections-focused researchers through embedded postgraduates, post-doctoral researchers and research interns. Through exhibitions and public programmes, the Museums provide a highly effective means of engaging the public with this research.

The museums represent highly significant teaching resources for students in Cambridge and for other Higher Education institutions. Furthermore, they provide opportunities for students to gain museum and research skills as well as broader employability skills and experience of public engagement. The UCM provide an unrivalled opportunity to engage both academic and public audiences within the University's contributions to culture and science, both past and current, and to present the cultures of the world in an educational context.

The UCM make important and particular contributions to many aspects of the University's Mission and Core values, in particular:

Education:

'The close inter-relationship between teaching, scholarship and research'

'Education which enhances the ability of students to learn throughout life'

The University's relationship with society:

'The contribution which the university can make to society through the pursuit, dissemination and application of knowledge'

'The place of the University within the broader academic and local community'

'Opportunities of innovative partnerships with business, charitable foundations and healthcare'

Other activities:

'Opportunities for broadening the experience of students and staff through participation in sport, music, drama, the visual arts, and other cultural activities'

External environment

As the principal museum service for Cambridgeshire and beyond, the UCM serve the Cambridgeshire population of 1.3 million. This includes designated growth areas and is planned to increase by 30% in the next 20 years. One of these areas is the North West Cambridge development; the UCM are involved in discussions about a cultural presence as part of this initiative.

The UCM catchment extends to neighbouring eastern and home counties and part of the East Midlands and North London. The city of Cambridge and South Cambridgeshire have a high proportion of ABC1 individuals and high levels of education compared to other UK cities, but this masks significant variations; some of the most affluent wards in the City and county also contain pockets of deprivation. There are districts in the Fens where health, education and employment indices are amongst the lowest in England, and aspiration towards Higher Education is non-existent. In Cambridge alone, the population is expected to increase by 28% up to 2031, which will see 40,000 additional inhabitants living in new communities across the city and surrounding areas. The University of Cambridge Museums have a unique role to play in providing shared cultural experiences for people living in these communities, as well as helping to engage them in the life of the city and university. An ongoing project to map and identify new and existing partnerships will enable the UCM to fulfill its ambition to play a key strategic role in cultural provision in the city and beyond.

Cambridge is recognised as one of the leading incubators of science and technology businesses; through this we have access to some of the most outstanding researchers and technologists in the world, both in the University and beyond it, and in the coming years aspire to build and develop relationships in this sector.

The UCM works in close partnership with the County, City and other District Councils at both the strategic and operational level, reflecting UCM's position as one of the leading cultural providers in Cambridgeshire. A high-level Cultural Stakeholder Group, comprising representatives of the City, County, Arts Council, University and the UCM, was established in 2012 and has developed a partnership agreement focusing on using investment in the arts, museums and libraries to ensure new communities have access to a high quality, cohesive cultural offer and to facilitate collaboration between the cultural and science & technology sectors. The UCM is also represented on Cambridgeshire's Culture Task Group, alongside County, City, District Council and other culture, sport and health representatives. The UCM Officer chairs Cambridgeshire Museums Advisory Partnership (CMAP) which advocates for museums within the City, County and District Councils, and through CMAP and SHARE the UCM offers professional and specialist support to museums throughout the county.

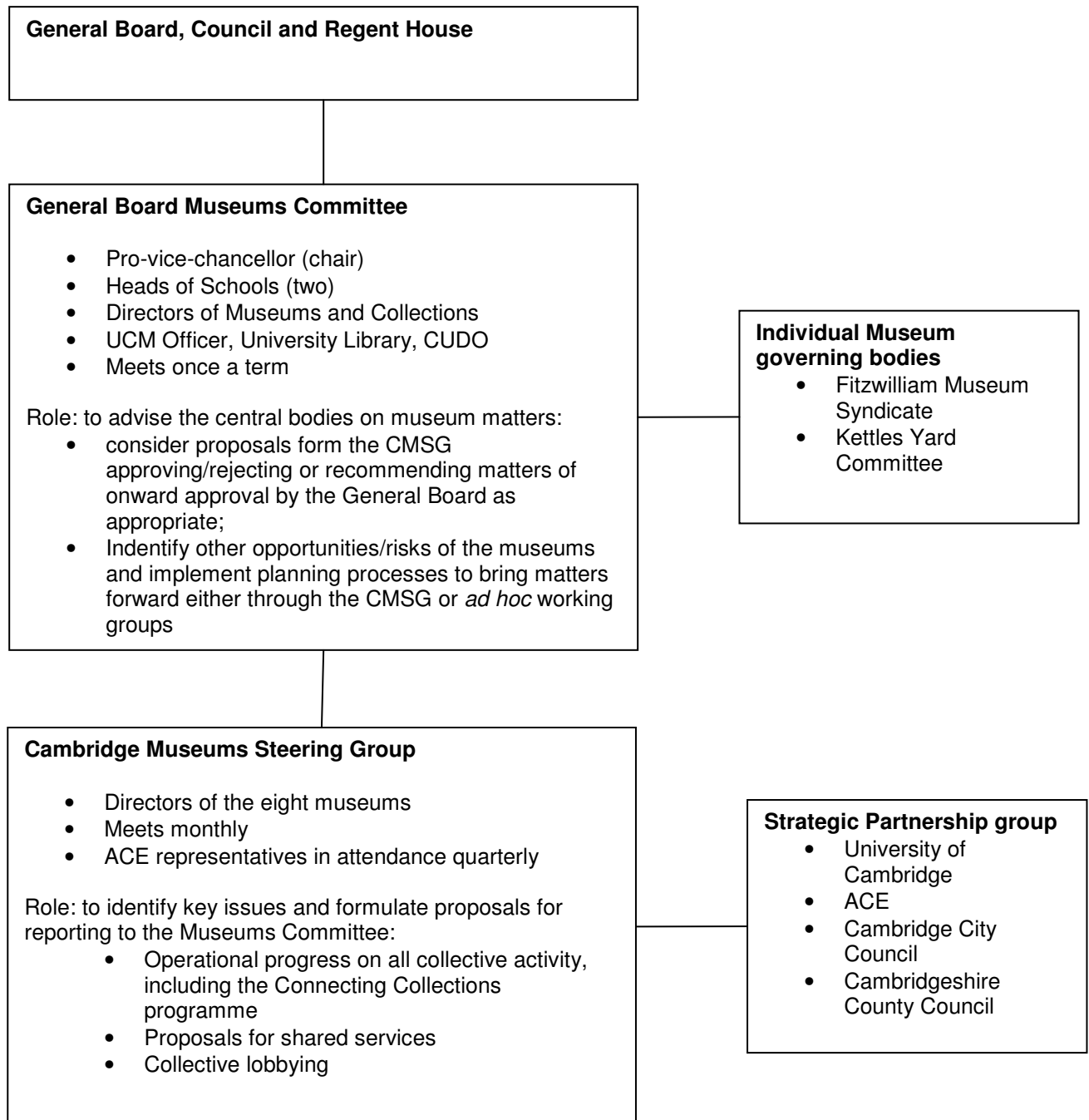
UCM leaders are also members of an informal group of local cultural leaders, which brings together NPOs, the MPM and other cultural organisations based in Cambridge. UCM is working with these partners on a number of initiatives, including Cambridge's shared cultural season in 2014 and a programme of creative apprenticeships, the latter in close partnership with Wysing Arts and the Junction. UCM is also working with ADeC on an initiative to take museum content into communities through schools, community centres and libraries.

Constitution and governance

The University of Cambridge, which celebrated its 800th anniversary in 2009, consists of over 100 Schools and non-School institutions. The 31 colleges are separate institutions. Governance of the University is through two major committees: the Council is the principle executive and policy-making body, responsible for promoting legislation through the Statutes and Ordinances while the General Board has responsibility for the academic and educational policy of the University.

Following recent governance changes, all museums now report into the General Board: the Fitzwilliam Museum and Kettle's Yard, as non-School institutions, are managed by a Syndicate and a Management Committee respectively. They report directly to the General Board. The other museums are embedded in academic departments with local management by their Head of Department which themselves report into the General Board. All directors of the museums are *ex officio* members of the General Board Museums Committee, which advises the central bodies on museum matters.

Operational management of the UCM consortium's activities, including the ACE-funded Connecting Collections programme, is devolved by the General Board Museums Committee to the Cambridge Museums Steering Group. The relationships of these groups are outlined in the following structure:



Goals and Priorities

Reflecting the impetus that Major Partner Museum status has provided to the development of the UCM consortium, the UCM's current goals are aligned with those of the Arts Council England (ACE). Under each of these goals we have identified a number of Objectives for our collective activities for the period of this plan.

Goals	Objectives
<p>1. To demonstrate excellence in our collections, research, collections care, programming and intellectual leadership</p>	<ul style="list-style-type: none"> • Deliver a substantial exhibition programme, including a London-based showcase exhibition. • Deliver a high-profile Cambridge-wide cultural season in 2014/15 that contributes to all five goals and reflects UCM's leadership role in the cultural development of Cambridge. • Increase opportunities for early career researchers to carry out high profile collections-based research to support exhibitions, displays and other public focused activities. • Develop a UCM Centre of Excellence in Collections Care. Explore the potential for UCM to lead the development and delivery of a new cultural centre as part of the NW Cambridge development. • Increase physical and online access to the UCM collections. • Use digital technology to connect objects and collections in different museums, enabling and strengthening world class research. • Use digital technology to provide cross-collection contextual and interpretative information, assisting audience engagement/dialogue and understanding and enjoyment of the collections. • Maximise opportunities offered by the concentration in Cambridge and the University of leading-edge high-tech R&D and industry.
<p>2. To reach and engage more people with our museums, collections and programmes</p>	<ul style="list-style-type: none"> • Better understand our visitors, and those who do not currently engage with the UCM, in order to extend and broaden our audiences, as outlined in the Audience Evaluation Strategy. • Work towards extending and harmonising UCM opening hours, to make the museums more accessible to the public. • Deliver a programme of informal learning activities and innovative projects for communities, families and lifelong learners, stimulated by new partnerships, and ranging from intense targeted and tailored engagement with small groups to large-scale events. • Develop and initiate mutually beneficial partnerships across the cultural sector. • Develop a strong brand and identity for the UCM, and develop cross-UCM marketing activities.

	<ul style="list-style-type: none"> • Increase the use of digital platforms to strengthen the UCM brand and take it to new audiences. • Use mobile technology to encourage cross-museum visits. • Use the interactive potential of digital technology and social media to build new and deeper relationships with existing audiences and attract new audiences, especially young people.
3. To develop the UCM consortium as innovative, entrepreneurial, resilient and sustainable.	<ul style="list-style-type: none"> • Strengthen the UCM consortium. • Explore and develop retail opportunities. • Ensure the organization is environmentally sustainable. • Strengthen collections information management support and IT support to ensure sustainability and enable innovative collections-based collaborative projects. • Create opportunities for contact with new ideas and approaches to the use of digital technology.
4. To demonstrate sector leadership and a diverse and highly skilled workforce	<ul style="list-style-type: none"> • Increase the skills of the UCM workforce. • Develop the future museum workforce through a pioneering programme of volunteering, work experience, internships and apprenticeships.
5. To provide inspiring opportunities for children and young people to engage with our museums, collections and researchers	<ul style="list-style-type: none"> • Develop and deliver a cross-thematic schools programme, with an increasing focus on work with secondary schools. • Deliver activities which raise young people's aspirations and widen and diversify their participation in higher and further education. • Cultivate a 'digital first' approach to developing resources and public engagement programmes focused on children and young people.

A detailed activity plan for 2013-15 based on these agreed goals and priorities can be found in Appendix 1.

Individual Museum goals and priorities

The Museum of Archaeology and Anthropology will

- strengthen the Museum's public engagement by reviewing access and visitor services; strengthening front-of-house staffing to enable the Museum to open for extended hours, including Sundays, strengthening the front-of-house volunteer team and providing opportunities for volunteers and front-of-house staff to deepen their familiarity with collections, exhibitions and the Museum's identity and aims.
- strengthen the Museum's web presence with a redesigned, fresh and accessible website; developing an accessible and fully-functioning public portal for the Museum's online catalogue; considerably increasing the numbers of object images available through that interface; assessing and enhancing the interpretive information available online.
- strengthen Museum marketing and communications, through the development of online newsletters and other tools.
- sustain and strengthen the Museum's rich and varied research, teaching and exhibition programmes.

The Museum of Classical Archaeology will

- improve access to, and care of, the Museums collections through the development of the new online catalogue and through re-displaying the most important material other than plaster-casts that the museum possesses.
- develop new audiences, in particular amongst teenagers and groups who do not currently engage with the Museum, through programming, marketing, social networking and profile-raising activities.

The Fitzwilliam Museum will

- develop the Museum's distinctive role in fostering research, teaching and learning collaborations and engaging an ever-wider public with the latest scholarship through exhibitions, publications and public programmes. Key to this will be building capacity to work with academic colleagues and engage with undergraduate and graduate programmes.
- continue to build the Museum's local, regional, national and international profile through programmes, partnerships and professional activities.
- implement a continued programme of capital investment to improve the display, storage and care of collections and improve facilities for research and public access to the collections. A major focus for the coming 3 years is the introduction of sustainable solutions to environmental controls in the galleries and a programme of security improvements.
- increase and enhance digital access to the museum's programmes, activities and collections. Projects for the next 3 years include a major overhaul of the website, moving to a CMS-driven, mobile and tablet friendly platform, greater provision of online resources and access to the Museum's public programme and a bid to introduce embedded digital associates into each collection department.
- build fundraising capacity, plans and income, as we work towards the Museum's next major capital campaign which will be the focus of the Museum's bicentenary in 2016, combined with the launch of a new University campaign.
- support the development of UCM, providing accommodation, finance and HR support and leading on collections care, conservation and access; audience development; digital innovation and widening participation.

Kettle's Yard will

- realise its potential: creating a pioneering, internationally renowned programme encompassing the collection, archive, visual arts, music, education and digital interaction - on site, off site and on line, driven by curatorial excellence and research.
- create innovative and ambitious cultural projects with local communities, exploiting the potential of the Castle Hill quarter and responding to a growing city, including North West Cambridge.
- undertake a major capital project: 'Kettle's Yard: Looking Forward'. This will transform facilities for exhibitions, education, research and for visitors, as well as increasing earned income.
- work strategically with the Faculty of Architecture and History of Art, the Faculty of Music and the Fitzwilliam Museum alongside building new local, national and international partnerships.
- encourage greater investment from core funders and more private giving through Catalyst, leading up to the fiftieth anniversary of Kettle's Yard becoming part of the University in 2016.

The Polar Museum, Scott Polar Research Institute will

- through teaching, learning and research, the Museum will continue to stimulate excitement, curiosity and imagination about the polar regions and engage audiences (formal and informal) in their historical and contemporary significance, locally, nationally and internationally. Increased access for teaching and research will strengthen the Museum's research profile within and beyond the Institute.
- improve the Museum's visibility to a wider audience, and increase use of IT and social media, including the planned launch of a new website. We will further develop the temporary exhibition programme, taking an active approach to audience development and retention.
- identify and act upon priorities necessary to improve collection care; apply for Designated status for the core collections, and develop a conservation database linked to Modes.

The Sedgwick Museum of Earth Sciences will

- develop a strong web profile, both for the collections and displays. This will include a complete revamp of the current website; establishment of an online catalogue, initially of the type species, but working towards the entire palaeontology and meteorite collections. It will also include developing strategies to enable virtual access to the Woodwardian Collection.
- increase access through digital outreach, realising the potential of the Museum's collections and displays in the development of apps and ebooks.
- improve the Museum's displays to increase access and improve collections care, while maintaining the Sedgwick's distinctive character.

The Whipple Museum of the History of Science will

- improve access to the Museum's globe collection through the development of a new gallery. Redevelopment will enable us to bring the Upper Gallery to the standard of our other galleries, with support from the DCMS/Wolfson Fund.
- improve documentation and images of the collection, as a first stage towards developing online access to a user-friendly version of the database.
- reconfigure the Reserve Gallery and other stores, to serve as a visitor-focused storage and study facility, providing secure storage while enabling study groups and individuals to work in the area.
- enhance access to collection through various teaching/education opportunities (including loan boxes) working with the Museum's new Learning Coordinator.
- improve conservation and care of the collection through the establishment and use of the Whipple Museum Conservation Fund.

The University Museum of Zoology will

- continue to develop its plans for a complete refurbishment of all areas of the Museum within a new Conservation Campus to be shared with the Cambridge Conservation Initiative.
- create a new Learning Space, School Room and Volunteer Room, together with new Stores for its collections that will be open on guided tours to the public.
- develop a new interpretation for the public galleries in relation to widening and expanding the Museum's audience, and taking advantage of the presence of conservation scientists and NGOs under the same roof in the future.
- work strategically with other Museums and the Botanic Garden to achieve ambitious goals for the new Museum, and to develop a more active volunteer programme to ensure sustainability in to the future.

Resources

The UCM Officer, UCM Programme Coordinator and Renaissance Finance manager provide core support for the consortium, including programme coordination, financial management, communications and reporting. Other UCM-wide posts provide specialized capacity, including for example, events coordination, collections care support, volunteer development, marketing, widening participation and community work.

The Connecting Collections programme represents a substantial proportion of the UCM's activities; it is funded through ACE's Major Partner Museum programme. Cambridge City Council, Cambridgeshire County Council, trusts and funding bodies also provide support for specific aspects of the UCM's activities. One of the UCM's priorities is to strengthen these partnerships and to increase and diversify funding sources.

The University of Cambridge Museums Store is a gift store on Kings Parade, Cambridge, operated by Fitzwilliam Museum Enterprises Ltd on behalf of the eight Museums and the Botanic Garden, including the Herbarium. A pilot opening during November and December 2012 was extended until March 2013, and a proposal to extend and develop the store is currently under consideration. Profits from the store will be distributed amongst the eight museums and the Botanic Garden.

The UCM welcome the opportunity to work more closely with the relaunched Cambridge University Development Office (CUDO) and recognise the high profile role that the UCM will play in the forthcoming major campaign.

Communications and consultation.

The UCM recognize that effective internal communications are key to the development of a strong consortium of museums. In addition to the formal communication channels provided by the governance structure, the UCM team circulates monthly newsletters to all staff. A series of UCM-wide consultation groups bring together staff across all museums and widely differing roles to contribute to activity planning around specific areas of work, including for example learning, marketing, front-of-house, digital innovation and curated programmes.

The UCM blog <http://camunivmuseums.wordpress.com/> provides the opportunity to showcase specific projects, activities, case studies and outcomes to an audience both within and outside the museums; it also provides a reference archive of collective activity. Contributions are invited from across the UCM and are a requisite of project funding from the Connecting Collections programme.

In conjunction with strong and effective internal communications the UCM will work to build on the UCM's already high profile in the sector through branding and marketing activities.

Equality and Diversity

The University of Cambridge is committed in its pursuit of academic excellence to equality of opportunity and to a proactive and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity. The commitment applies to all protected groups and is underpinned by the University's Equal Opportunities Policy and Combined Equality Scheme (CES). The University's diversity plays a key role in sustaining its academic excellence. The Equality & Diversity section of the University support and promote equality and diversity networks for staff and students and hold events throughout the year to promote awareness of equalities issues and engage all members of the University community

In recognition of the University's commitment to progressing equality and diversity, it has received a number of awards, including the Stonewall Top 100 Employers (2013), the Employers Network for Equality and Inclusion (ENEI) and a Bronze Athena SWAN award for Women in Science. In line with requirements under the Equality Act 2010, the University has published the Equality & Diversity Information Report 2010/11. This incorporates data on staff and student matters at the University of Cambridge. The University has also approved Equality Objectives in response to the requirements of the Equality Act 2010.

The UCM's Equality Action Plan (Appendix 2) reflects the UCM's proactive contribution to the University's commitment to equality and diversity through the Connecting Collections programme. It also represents the UCM's response to the Arts Council England's Equality Objectives and the Creative Case for Diversity, recognizing ACE's inclusion of 'class/socio-economic status' as a protected characteristic in addition to those identified in the Equality Act 2010.

The UCM's Connecting Collections programme has at its heart the priority to "increase participation in our diverse cultural offer, in particular by individuals and groups who do not currently engage with culture and/or who have limited cultural opportunities'. Equality of access and engagement is a fundamental aspiration. Our Equality Action Plan reflects this: it links closely to our broader activity plan, highlighting activities that have a strong Equality focus and which will result in significant equality outcomes over the funding period. It includes activities which form part of the University's wider Equality and Diversity events programme (for example, International Women's Day events).

UCM's Equality and Diversity activities have two foci: on programming for, and working with, diverse audiences, and on development and training of the current and future workforce. The former includes activities which target specific groups and communities (for example, BME audiences, people with mental health issues) and programmes which reach socio-economic groups or geographical areas which are not currently represented in our audiences (for example, our work in King's Hedges and Arbury, and our work with Looked After Children). The latter also encompasses our activities under the Opening Doors Programme, which is creating training and work experience opportunities for young people, in particular those who do not currently engage with the museums, diversifying our audiences and the future sector workforce, as well as benefiting individuals.

Environmental Sustainability

The University's Environmental Policy states that 'In achieving excellence in teaching and research, the University of Cambridge aims to manage its activities, buildings and estates to promote environmental sustainability, to conserve and enhance natural resources and to prevent environmental pollution to bring about a continual improvement in its environmental performance'.

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