

# VG&M

VICTORIA GALLERY & MUSEUM

# Forward Plan 2018 – 2022



UNIVERSITY OF

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LIVERPOOL

## Introduction

The Victoria Gallery & Museum, together with its sister museum the Garstang Museum of Archaeology, is one of the major cultural assets of The University of Liverpool, managed by the Libraries, Museums and Galleries Department.

## Strategic Context (Key Corporate Objectives)

The University of Liverpool's core priorities and objectives, as stated in its Strategy 2026 are:

1. **Global Knowledge Leadership:** increase the proportion of highly ranked research disciplines and leaders and increase the proportion of research leading to tangible public benefit.
2. **Graduate Prospects:** support social mobility and make our graduates more employable and able to create and leverage social and economic capital.
3. **Educational Experience:** promote a transformative learning and teaching agenda 'for advancement of learning and ennoblement of life'.
4. **Business Excellence:** lead the sector in our approach to managing the University and supporting its activities.
5. **Partnerships:** extend our global reach and performance through national and international developments and collaborations
6. **National and International Profile:** enhance the reputation and brand of our University and the city of Liverpool with key stakeholders through our international presence, increased profile and world-leading activities.

The University of Liverpool's Heritage and Culture Strategy states that in order to meet its vision of *an awareness of heritage and culture, and the benefits they bring – intellectual, psychological and physical – should inform every aspect of University life* by 2022 the University will be:

1. A world-renowned centre of excellence for research and teaching in disciplines related to heritage and culture.
2. Internationally recognised for its inspiring, challenging and stimulating approach to heritage and culture.
3. An anchor institution for the city of Liverpool and the North West, actively and positively participating in the region's cultural life and the understanding of its heritage and, by this means, contributing to the regional economy.
4. Known for recognising how heritage and culture can provide a physical and intellectual environment supportive of our members' wellbeing and success.

## Mission, Vision and Values

Our **Mission** for both the VGM and The Garstang is to enable people to explore our collections for inspiration, learning, the creation of knowledge and enjoyment in line with the University's founding mission 'for advancement of learning and ennoblement of life'. They are institutions that collect, safeguard and make accessible objects that they hold in trust for society.

Our **Vision** is *to be recognised as the most engaging, inspiring and welcoming University galleries and museums by looking forward through the past, for the advancement of learning and ennoblement of life.*

Our **Values** are:

- To **respect** all our visitors, staff and users and to treat people as individuals
- To develop **relationships** with our visitors and internal and external colleagues and organisations
- To be **supportive** and ask people about their needs and share knowledge and experience
- To be **creative** and try something new
- To strive for **continuous improvement**

## Our Key Objectives

During the period 2018 – 2022 we will focus on 6 key objectives, which will be delivered through detailed annual work plans.

### 1. To cement the reputation of the VGM as a major venue in the city and region

- Further enhance the reputation of the VGM as a major cultural venue in the city and region through innovative, high quality programming
- To develop our understanding of current and potential audiences so we can increase visitor numbers and diversify our visitor profile by meeting stakeholder needs
- Create an Audience Development Plan and Marketing Strategy to inform future programming and marketing campaigns
- Use our programming and partnerships to engage more fully with the Liverpool city region and raise the University's profile
- To use our programming to develop collaborative opportunities within the University for student and academic engagement
- Continue to borrow high profile objects from national museums to enhance the VGM's position as a cultural destination
- Develop greater opportunities for visitor interaction in the galleries and museum
- Participate in regional and national initiatives and develop partnerships with regional, national and international museums
- Continue to loan out works from the VGM collection to prestigious regional, national and international venues to help raise its status and profile and build relationships with other museums
- Evaluate the impact of our work and use this to inform future plans

**2. To implement continual improvements to collections care and development to deliver better access to all users**

- Identify and apply for external funding to conserve and document priority collections
- Development of a new purpose-built store for the heritage collections
- Rationalisation programme of the furniture collection
- Upgrading of storage boxes and stores to ensure long-term preservation of collections
- Adoption of a new collections management database
- Review of insurance figures and re-evaluation of identified collections
- To make new acquisitions to the collections that will enhance strengths or fill pre-defined gaps in line with the Collections Development Policy

**3. To develop and implement an exciting, innovative and unique exhibitions and events programme that broadens audiences and increases public profile**

- Develop engaging exhibitions that showcase the VGM and The Garstang's unique collections and make them accessible to a broad audience
- Regularly programme exhibitions that give a wider public platform for research and expertise within the University
- Programme exhibitions of contemporary art or touring shows themed to the VGM collections, University research or Liverpool to help widen and diversify visitor profile
- Invest in digital technology to enhance the visitor experience benchmarked against leading practitioners in the museum sector
- Improve physical, intellectual and emotional access to VGM
- Develop engaging events that link to exhibitions or specific objects in the collections

**4. To develop and implement an exciting, innovative and unique lifelong learning programme**

- Implement recommendations from the formal learning vision workshop with staff
- Continue to deliver Summer Science Club: weekly sessions led by academic departments
- Continue to develop and improve high quality programmes and resources for formal learning
- Maximise the use of our collections, displays and expertise in academic teaching, at undergraduate and postgraduate level
- Recruit and train a team of freelance educators to develop and market the learning offer
- Continue to offer free events and participate in Light Night and other initiatives
- Develop more adult participation and community engagement
- Continue to work closely with the University's Widening Participation team

**5. To develop the Museums and Galleries team and provide regular opportunities to enhance skills**

- Continue to support training opportunities for all of the team
- Ensure the museum provides a healthy and safe environment for all those working in it

**6. To contribute to the University's performance in REF and TEF and other quality measures**

- Continue to work with other academic departments to deliver talks, workshops and other events linked to exhibitions
- Co-produce exhibitions based on academic research to demonstrate impact and engagement
- Continue to develop the use of the collections for teaching and learning across the University

### **Ongoing Work**

In addition to the 6 key objectives listed above, the following areas of ongoing work are key to the VGM's success in 2018 – 2022:

- 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 and varied range of public events aimed at a variety of audiences
- Responding promptly to enquiries
- Keeping the building secure and well-maintained and minimising risks of all kinds
- Monitoring environmental and storage conditions and making continuous improvements
- Undertaking loans to a wide variety of sources
- Acquiring and disposing of material in an ethical manner according to Museum policies and the Museums Association's Code of Ethics
- Maximising opportunities to make the collection accessible to as wide a range of users as possible
- Providing opportunities for engagement through volunteering, student placements, work experience etc
- Maintaining and improving health and safety standards

### **Measures of Success**

How will we measure progress and know if we have achieved our objectives? We will use the following measures of success to monitor progress and help us continually improve:

- Increase in the number of visitors per annum
- Increase in the number of schools engaging in our formal learning programme
- Increase in the number of visitors engaging in our informal learning programme
- Improvement in our Trip Advisor rankings

- Greater engagement on social media for example increased followers on Twitter and shares
- Increased positive feedback from visitors on exhibitions and events
- Increase in partnership working with museums, community groups and other organisations
- Increase in the number of external loans of objects and artworks both regionally, nationally and internationally
- Increase in the number of press reviews and articles
- The creation and implementation of an Audience Development Plan and Marketing Strategy
- Greater collaboration with student and academic engagement
- Increase in the number of high profile loans to the VGM and associated events linked to them
- Increase in the amount of external funding awarded
- Increase in the number of acquisitions that will enhance current collection strengths or fill pre-defined gaps
- Widen and diversify the visitor profile

### **Date of Review**

Progress on the plan will be reviewed annually. A full review and development of a Forward Plan for 2022 – 2026 will be held in 2021.