



Oxford City Council



Museum of Oxford

Leisure and Cultural Services

Mission Statement:

To work in partnership to develop a sense of identity and pride in the city and deliver a unique, inclusive cultural, tourism and life long learning resource for Oxford, its communities and visitors.

Business Plan - April 2006 – March 2009

This plan has been agreed and signed-off by:

Portfolio Holder – Cllr Alan Armitage	Date: 6.6.2006
Strategic Director – Sharon Cosgrove	Date: 7.6.2006
Business Unit Manager – Margaret Mernagh	Date: 7.6.2006

Contents

1.0 Executive Summary

2.0 Overview of Museum Service

2.1 Museum Service Team, Business Unit and Portfolio Holder

2.2 Main Functions of the Museum Service

3.0 Past Performance and Performance Targets

3.1 Best Value Performance Indicators

3.2 Qualitative Indicators

3.3 Local Performance Targets set by Museum of Oxford

3.4 Performance Story

3.5 Consultation, Monitoring and Review

3.6 Identification of Opportunities and Issues to Inform Planning

4.0 Priority Aims 2006 - 2009

5.0 Key Objectives: Action Plan for the Museum of Oxford 2006 - 2009

6.0 Draft Budgets 2006-2009

7.0 Improvement Summary for 2006 – 2007

Appendix 1: SWOT Analysis of Museum of Oxford

Appendix 2: Key Objectives: Action Plan for the Museum of Oxford 2006 - 2009

1.0 Executive Summary

This 3 year Business Plan is a document that provides direction for and sets out the overall objectives of the Museum of Oxford. It identifies methods to achieve the museum's aims to increase users, increase income, reduce costs, provide greater community involvement, raise profile and develop partnerships.

The Business Plan summarises the nature of the service and quantitative and qualitative performance targets are reviewed and set. The plan identifies the role of analysis, consultation, monitoring and review in planning the service.

The Business Plan identifies the museum's seven priority aims and how these support the council's priorities. These priority aims create shared ownership and values for the museum team and stakeholders.

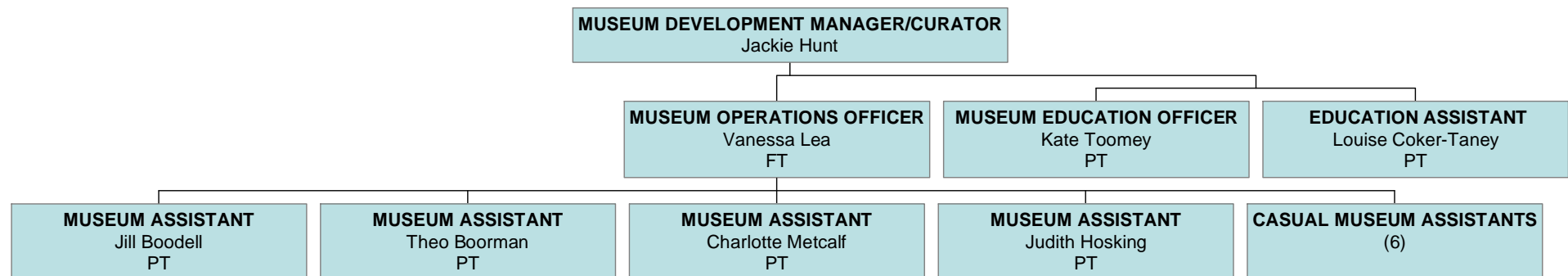
A detailed action plan sets out the museum's key objectives. Targets, measures and goals are identified, creating a framework for planning work programmes, staff roles and for assessing performance.

The Plan summarises draft budgets for the service over the next 3 years and finally summarises key improvement activities for 2006-2009.

2.0 Overview of Service

2.1 Museum Service Team, Business Unit and Portfolio Holder

Business Unit:	Leisure and Cultural Services
Business Unit Manager:	Margaret Mernagh
Cultural Services Manager	Claire Newport
Portfolio Holder:	Cllr Alan Armitage, Healthier Environment



2.2 Main Functions of the Museum Service

The Museum of Oxford is a local authority run and funded community museum and tourist attraction situated in the heart of the city of Oxford, within the historic Victorian Town Hall.

The museum was established in 1975 as part of Oxfordshire County Council Museum Service. The management of the museum service was taken over by Oxford City Council in 1999. Management of the collections, exhibition development and curatorial services are still maintained in partnership with Oxfordshire County Council through a Service Agreement.

The Museum of Oxford is the only museum to tell the story of the city, the university and its people.

Key services include:

- Chronological gallery displays on two floors exploring the city's archaeology, social history, architecture and specialist subjects such as Oxford literature
- Learning Service including services for schools, foreign students and groups
- Programme of events and informal learning activities for families, adults and children
- Special exhibitions programme
- Enquiries and access to collections
- Outreach and community projects
- Income generation through grants, retail and admissions

3.0 Past Performance and Performance Targets

3.1 Best Value Performance Indicators

Measure	Performance Achieved				Performance Target	
	2002/03	2003/04	2004/05	2005/06	2005/06	2006/07
BV-170a the number of visits to/usage's of museums per 1,000 population	561	610	500	389	605	421 <i>Note 1</i>
BV-170b The number of museums visits to/usage's of museums visits that were in person per 1,000 population	134	163	148	176	160	195
BV-170c Number of pupils visiting museums and galleries in organised school groups	1916(14)	2056 (15)	2131 (15)	2839 (20)	2146 (15)	3131 (22)
BV119c Museums		77%				80%

Note 1 – Performance for 2005-6 and target for 2006-7 reflect change in calculation and recording following visit by district auditor

3.2 Qualitative Indicators

Measure	Timescale
Maintain Museum Registration – National Museums Accreditation Standard	Annually
Attain Museum Accreditation – National Museums Accreditation Standard	Application due end June 2006

3.3 Local Performance Targets set by Museum of Oxford

In November 2005 the Museum put in place a 3 year plan to increase income and reduce costs in order to achieve a continuous reduction cost to the Authority whilst the longer Town Hall project is developed and tested. This table sets out a breakdown of user and income targets to contribute towards this goal.

Activity	Performance		Target		Target	
	2005-6		2006-7		2007-8	
MUSEUM OF OXFORD	Users	Actuals £	Users	Proposed Budget £	Users	Proposed Budget £
Retail and other income		-14786.16		-18190		-19450
Admissions						
Adult	8744		8900		9100	
Child	1704		2000		2300	
Concession	6051		6850		7200	
Family	2700		3300		3800	
Total Admissions Users & Income	19200	-26286.56	21050	-26710	22400	-28790
Education						
Schools	2839		3180		3820	
Events & Worksheets	625		800		900	
Education Income		-5614.19		-7300		-8460
Free Visits	2938		3300		3600	
Total Visits in person	25601		28330		30720	
Enquiries	161		288		TBC	
Outreach	906		500		TBC	
Website	29836		32000		TBC	
Total Users	56504		61118		TBC	
Total Income		-46686.91		-52200		-56700
CARFAX TOWER						
Total Income		-24000		-27000		-28500

3.4 Performance Story

2005/6 was a challenging time for the Museum of Oxford, with a review of the delivery of the museum service, changes across the staffing structure and restructuring of the Business Unit. Key challenges and achievements were to develop audiences during this period of change and secure a future for the service.

Key priorities for the museum service in 2005/6 were:

- Undertaking an appraisal of options for the delivery of the museum service
- Developing a Business Plan for the service that increases and diversifies audiences, increases income, identifies strategies for improvement while demonstrating a continuous reduction in cost to the authority
- Undertaking a review of marketing activity and developing a marketing strategy to maximise resources and develop audiences and income
- Reviewing and developing the staffing structure and correcting anomalies in salaries
- Delivery of major World War Two project with £20k external grant funding to increase and diversify audiences. Included exhibition, schools workshop, oral history project and new website.

Key achievements for the museum service in 2005/6 were:

- Securing the delivery of the Museum service
- Record visitor figures since 1999 when Oxford City Council took over management of the Museum Service. Visitor figures for 2005-6 were 25,601 - 21% increase on previous year. Educational visits were 2839 - 33% increase on previous year.
- Extending opening hours to improve customer satisfaction and maximise potential for user growth within existing resources
- Development of new website and printed publicity with external funding support to increase awareness, provision of information and develop audiences
- Increased links with the Town Hall to maximise resources and audiences and ensure co-ordinated future planning

3.5 Consultation, Monitoring and Review

The museum regularly evaluates its education and exhibition services through visitor and teacher questionnaires and education evaluation exercises. Results are used to plan future programmes.

In 2005/6 the museum introduced basic marketing data collection. This will be extended and the visitor questionnaire revised during 2006. Further consultation will be built into service planning from 2007.

The Town Hall Feasibility Study conducted during 2005/6 will provide valuable user and non-user consultation data to inform future planning.

The Museum undertakes regular reviews of progress and targets as part of business planning and development and review of staff objectives.

3.6 Identification of Opportunities and Issues to Inform Planning

The Museum identified key opportunities and issues (as set out in Appendix 1) in order to establish the 7 Priority Aims for the Museum Service and to create the detailed Action Plan (Appendix 2). Appendix 1 summarises the key methods to capitalise on strengths, remedy weaknesses, take advantage of external opportunities and tackle threats positively.

4.0 Priority Aims 2006 - 2009

The Museum of Oxford has seven priority aims that provide direction for delivering and improving the museum service for its users. These are informed by and contribute to a wide range of corporate objectives. The main links are summarised and mapped below.

4.1 Aim 1: Service Review and Development Planning

The Museum Service will review and make progress with developing the Museum's valuable role in delivering local objectives and providing a unique cultural resource for interpreting the city's history and communities.

This objective supports:

- The Council's Priorities to reduce social exclusion, improve the quality of our environment, ensure more efficient and improved services and be an open, intelligent and responsive organisation.
- The Community Strategy Themes for a better living environment, opportunities for life and active and healthy communities (Theme 3, Theme 4, Theme 5)
- The Cultural Strategy Themes to maintain and increase the public and private resources needed to develop Oxford's cultural assets, ensure the long-term future of cultural organisations and develop civic pride through celebration of Oxford's talent (Theme 6; Theme 7; Theme 10)
- The Leisure Strategy aims to enhance the vibrancy of the Oxford brand, advance lifelong learning and enable the expression of community spirit

4.2 Aim 2: Audience Development

The Museum Service will develop integrated strategies to communicate with, be informed by and increase the relevance of services to maximise users.

This objective supports:

- The Council's priorities to reduce social exclusion, ensure more efficient and improved services and be an open, intelligent and responsive organisation
- The Community Strategy Themes of Opportunities for Life and Active and Healthy Communities (Theme 4.2; 5.3)
- The Cultural Strategy Themes to improve the co-ordination and promotion of cultural activities (Theme 3, Theme 9)
- The Leisure Strategy aims to encourage healthier lifestyles and target traditional non-users

4.3 Aim 3: Income Generation and Resource Management

The Museum Service will develop strategies to increase income, implement efficiencies and savings and seek external project funding.

This objective supports:

- The Council's Priorities to tackle environmental resource management and ensure more efficient and improved services
- The Community Strategy Theme for a vibrant and inclusive economy (Theme 1)
- The Cultural Strategy Theme to reduce negative environmental impact and ensure the long-term future of cultural organisations (Theme 7)
- The Leisure Strategy aims to manage the environmental impacts of our own activities

4.4 Aim 4: Partnerships and Cross-Sector Working

The Museum Service will provide a focus for and develop partnerships to inform planning, provide support and maximise potential.

This objective supports:

- The Council's Priorities to ensure more efficient and improved services and be an open, intelligent and responsive organisation
- The Community Strategy Theme for a vibrant and inclusive economy (Theme 1)
- The Cultural Strategy Themes to improve the co-ordination and promotion of cultural activities, to prioritise and fill gaps in culture facilities and to achieve more and better partnerships (Theme 3; Theme 5; Theme 8)
- The Leisure Strategy aim to promote sustainable tourism

4.5 Aim 5: Community Involvement and Social Inclusion

The Museum Service will develop strategies and outreach services to increase and be informed by community involvement, create a sense of identity, place and civic pride, and provide a focus for and services to develop social inclusion.

This objective supports:

- The Council's Priority to reduce social exclusion
- The Community Strategy Themes for a vibrant and inclusive economy, and active and healthy communities (Theme 1, Theme 3, Objective 1.3)
- The Cultural Strategy Themes to remove barriers which prevent anyone watching and participating in cultural activities and to develop pride through celebration of Oxford's talent
- The Leisure Strategy aims for Community engagement; Nurture community well being and enable expression of community spirit; enhance vibrancy of Oxford brand

4.6 Aim 6: Access and Life-Long Learning

The Museum service will maximise physical and intellectual access to the museum, its collections, information and services and develop life-long learning opportunities for all.

This objective supports:

- The Council's Priority to reduce social exclusion
- The Community Strategy Themes for a better living environment and opportunities for life (Theme 3; Theme 4; Objective 3.4; Objective 4.1, Objective 4.3)
- The Cultural Strategy Themes to improve engagement with and access to formal and informal education and continuing professional development, to remove barriers which prevent anyone watching and participating in cultural activities and to protect and enhance the built and natural environment and to improve opportunities for children and young people (Theme 1; Theme 2; Theme 4; Theme 9)
- The Leisure Strategy aims enhance life-long learning and ensure equity of access and diversity of provision

4.7 Aim 7: Professional Standards and Service Operational Improvements

The Museum Service will improve professional standards, deliver safe and efficient services and invest in staff to deliver improved customer services.

This objective supports:

- The Council's Priorities to ensure more efficient and improved services and be an open, intelligent and responsive organisation
- The Community Strategy Theme for a vibrant and inclusive economy (Theme 1)
- The Cultural Strategy Theme to improve the co-ordination and promotion of cultural activities (Theme 3)

5.0 Key Objectives: Action Plan for the Museum of Oxford 2006 - 2009

This action plan sets out details of the key objectives, targets and actions to deliver the Museum Service's 7 priority aims to contribute towards the Council's priorities and local objectives and achieve the museum's key qualitative and quantitative indicators and targets (Section 3).

The action plan is set out in Appendix 2.

This action plan includes both specific activities and also provides links to supporting integrated strategies and policies, which specify more detailed targets and actions. Many actions overlap and contribute to several of the museum's seven priority aims. This action plan provides overall direction for the museum team, and further detailed actions are identified in staff Performance and Development Plans.

Once all supporting strategies and policies have been formulated during 2006-7, the 2007-2010 Business Plan will be amended to create overall strategic guidance and will refer to the detailed actions and timescales of supporting strategies.

6.0 Draft Budgets 2006-2009

This table shows the proposed 3 year General Fund revenue budget for the Museum of Oxford and Carfax Tower.

2006/09 Budgets In Budget Book Format

Leisure and Cultural Services: Museum of Oxford and Carfax Tower

	Employees	Premises	Transport	Supplies & Services	Capital Financing Costs	Controllable Costs	External Income	Net Cost before Recharges	Internal Recharges	Internal Income	Net Cost
2006-7	148,028	13,540	300	44,454	N/A	206,322	79,200	127,122	224,128	0	351,250
2007-8	148,028	13,540	300	42,345	N/A	204,213	85,200	119,013	224,128	0	343,141
2008-9	148,028	13,540	300	42,345	N/A	204,213	85,200	119,013	212,834	0	343,141

7.0 Improvement Summary for 2006 - 2009

The main focus for the Museum of Oxford in 2006-9 is to develop core facilities and services and focus on target audiences, while continuing to deliver innovative projects and continuously plan the museum's longer-term future in more detail.

Since 2000, when accurate records of attendance were first kept, the museum has demonstrated peaks of attendance and income. A priority is to maintain steady growth.

The challenge for the service is to sustain this growth and development within the context of and to counteract limited site and facilities, a growing range of competitors and the need to demonstrate a continuing reduction in cost to the authority.

Summary of Improvements for 2006-9 to deliver the museum seven priority aims:

1. Maintain and develop the museum's target audiences:

Tourists and Visiting Friends and Relatives
Schools
Local Families
Local Life-Long Learners

2. Create an over-arching Audience Development and Business Plan and linked strategies and policies that provide direction for the museum service
3. Maintain and develop closer working relationships and joint projects within Oxford City Council and local partners
4. Focus on improving facilities and services at the existing museum site in association with the Town Hall
5. Raise the profile of the Museum Service with all stakeholders
6. Ensure the service is efficiently co-ordinated, operated and managed
7. Use short term plans and developments to inform longer-term plans

Key improvement activities for 2006-7 are:

Apply for Museum Accreditation
Create action plan for partnership and joint marketing with Town Hall
Investigate implications of free admission and produce report with recommendations for possible implementation in April 2007
Create Learning Policy/ Strategy

Create Exhibitions Policy
Launch new Citizenship workshop for schools in association with Oxford Castle Unlocked
Create Family Friendly and Access Policy
Join Thames Valley Museums Group
Deliver 'Romans in Blackbird Leys' outreach project
Deliver 'A-Z Literary Oxford' special exhibition
Develop links with educators and access colleagues at University Museums
Apply for funding to expand publicity and public events programme in Audience Development Project 2006-7
Create and cost brief for Access and Audience Development Plan
Create and cost brief and seek funding to provide access between Town Hall and Museum
Launch new printed publicity and website
Meet BV and local performance targets

Document	Museum of Oxford Business Plan 2006-2009
Owner	Museum of Oxford
Author	Jackie Hunt, Museum Development Manger / Curator
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Review due	Annually
This version	1.0
Notes	

Version No.	Date	Notes
1.0	9.5.2006	First draft for consultation
1.1	15.5.2005	Relocation of section 5 Action Plan to Appx 2
1.2	17.5.2006	Amendments from Legal & Democratic Services and Financial & Asset Management and BU Manager
1.3	22.5.06	Addition of Portfolio Holder details
1.4	1.6.2006	Addition of comments by Portfolio Holder & final approved version

Appendix 1: SWOT Analysis of Museum of Oxford

Capitalise on Strengths

- Promote to stakeholders the museum's unique remit – the only attraction to tell the story of the City and University with collections of local, regional and national importance
- Further develop links with Town Hall including marketing links and, opportunities to share facilities and promote new gallery/café
- Maximise city centre location through improved signage and promotion with Tourism
- Expand successful temporary exhibition programme and public events programme through exhibitions and events policy
- Develop current growth in educational services for schools and adult learners by working with local partners and utilising best practice models as set out in Learning Policy/Strategy
- Build on high level of customer satisfaction through policies and strategies to improve service delivery
- Continue to develop innovative community and outreach projects as set out in Learning Policy/Strategy
- Further develop established networks and partnership projects
- Maximise staff skills through Performance and Development Plans

Remedy Weaknesses

- Counteract limiting affect of admission charge by providing season ticket and investigating free admission
- Implement Access and Gallery Improvement Plan to improve physical and intellectual access to museum site, services and information
- Work with partners to tackle limited public facilities, including links to Town Hall toilets, café and large public event spaces
- Use outreach and community projects to improve relevance of collections and interpretation to current community
- Improve information for visitors through publicity material and Access and Family Friendly policy/information
- Improve planning and management of supplies and services budget to maximise limited financial resources for museum service delivery
- Tackle perception and lack of awareness of site and service using detailed evidence from Town Hall Feasibility Study

Take Advantage of Opportunities

- Work with colleagues to maximise potential for delivering OCC objectives especially life long learning, community projects and tourism
- Contribute to plans for museum redevelopment in Town Hall Feasibility Project
- Seek external funding for projects
- Work with local partners on joint marketing initiatives and cultural links, particularly with Oxford Inspires, Oxford
- Marketing Group and Oxford Cultural Marketing Group
- Further develop interpretation of Oxford's literary significance through exhibitions, events and learning strategies
- Ensure greater integration of museum with wider Business Unit, particularly in planning and developing audiences and marketing
- Keep abreast of possible partners and venues for new location and delivery long term e.g. Story Museum, West End, Canal Basin
- Maximise opportunities for support through Museums, Libraries and Archives Renaissance scheme and links with University Museums and Thames Valley Museums Group

Tackle Threats Positively

- Implement joint schools workshop to complement opening of Oxford Castle Unlocked
- Maintain contact with and identify partnership projects with organisations with similar interpretative goals including the Story Museum and Ashmolean Museum
- Identify opportunities to share expanded resources of University Museums, particularly for learning and marketing projects

